

**Allied Universal Security Services
Proposal to**

City of Portland

**Request for Proposals 000001162
for**

Professional Security Officer Services

Due March 14, 2019 by 4:00 p.m.

Presented to:

Theresa Green
Senior Procurement Specialist

Presented by:

Allison Lukanich

Allison Lukanich
Government Services Specialist
Pacific Northwest Region
Phone: 916-943-5228
Email: allison.lukanich@aus.com

Allied Universal Security Services
9570 SW Barbur Blvd., Suite 212
Portland, OR 97219
Phone: 503.229.7108
Fax: 503.229.0134



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6.a Cover Letter

Dear Ms. Green and Members of the Selection Review Committee:

Allied Universal Security Services (AUS) is proud to participate in the **City of Portland's (City) Request for Proposals for Professional Security Officer Services**. Our team has carefully reviewed the materials in the RFP, participated vigorously in the Q&A to best understand the expectations and needs, and reviewed the associated Addendums 1-4. AUS assures the City that we are able to perform and comply with the scope and requirements described in the RFP and all associated documents. As noted in the RFP we understand that by submitting our response to the RFP No 000001162 we are accepting the general instructions and conditions.

AUS understands the City's desire to partner with a security contractor to provide professional; armed and unarmed, security services for its City building stations, CMS, Mayor detail, special events and all that is illustrated in the scope of work and contract requirements to include all supervision and collaboration with the PPB, all law enforcement and city agencies within this contract. We understand that the chosen provider will meet and exceed the City's requirements of reliable and effective management of the program, ensure staffing is provided at all times, provide the reports, analytics and attend meetings as described in the RFP. Additionally, provide the latest technology and equipment, ensure compliance is adhered to at all times, offering desirable and livable wages, benefits and incentive packages to recruit and enable security professionals to have a sense of loyalty and pride in their career with AUS and the City of Portland.

AUS has the manpower resources, support structure and commitment to effectively support the City's mission. *We understand the local Portland and Oregon labor market; our compensation and retention plans reflect the competitive labor market, the CBA and job requirements which will ensure the best staff for the City's contract. With low unemployment rates, Portland can be a challenging labor market that only a company with robust recruiting capacity can compete and stay compliant in.*

Our goal in our response to your RFP is that our proposal, team, commitment, references, presence in Portland and Multnomah County, and our experience in the government/municipality space will demonstrate we are not just a company hoping to win business, but a proven expert and provider that will leverage best practices from our existing programs to support and enhance your security program; bring ideas, collaboration and innovation for the future of the City's security goals.

We have yet to partner with the City of Portland, however we want to ensure you are aware of your challenges and your requirements, and want to assure the City that making a change will provide several unique advantages with AUS as the most qualified and prepared partner for the City:

- We are proud to count more than **300 Municipal, State and Federal** customers throughout the US, which means we understand the unique challenges the City faces in securing their infrastructure, meeting regulatory requirements, satisfying the demands of the City's stakeholders, experience or expertise providing services in a public right of way setting. AUS has strong developed relationships with PD, Sheriff's and other first responders regionally, we have the understanding of the local business community's needs, and the experience making a tourist location such as the City of Portland a safe and inviting place for residents, tourists, property owners, and businesses as Allied Universal.
- **Our People:** Our program begins and ends with our people. This all starts with our dedicated recruiting staff. Unlike many companies that rely on outside resources to search for staffing needs, Allied Universal has dedicated local recruiting teams that search and source the absolute best officers and managers available in and around the Portland area. Profiling guidelines are used to vet staff based on personality traits to assure the correct personalities are matched with the correct SOW and qualifications for each officer at the particular site assignments.
- **Local Portland Office and Support Team:** Comprised of a region president & vice president, local Portland branch manager, operations, client managers, dedicated trainer and recruiters, HR manager, billing and payroll support, and government contracts and compliance manager. Supervisory oversight, compliance/metrics tracking, accurate scheduling and invoicing, affordable and meaningful benefits to employees, prompt payment of wages, local and national support, the ability to provide emergency surge staff.
- **Training Programs:** specialized training for each site and position; including training in customer service, legal aspects of working in a public right of way, dignitary protection, mental illness, MOAB (management of aggressive behavior), de-escalation techniques, along with many more pertinent subjects which prepare our officers for situations they will most likely encounter in a public setting. Our trainers are certified in providing training for De-Escalation, Unarmed & Armed

Protective Services, Parking Lot and Station Patrol, VIPR deployments and the operation of Control Centers / CCTV Operations, Active Shooter, Vehicle Searches, Patrol Techniques, Terrorism Awareness, Self Defense, Management of Aggressive Behavior, Defensive Tactics, First Aid, CPR, AED, and First Responder Services, and much more.

- Homeless and encampments: AUS security professionals work with this vulnerable population every day, and we see firsthand the magnitude and depth of this humanitarian crisis. We wholeheartedly support the calls for compassion, action and better results; including a program, training and protocol for our officers to manage the issues at each of our client's properties. We train our officers to work with PD, City Services and provide assistance when needed.
- **Contract Compliance, Budget & KPI Management.** We commit to have Monthly and Quarterly meetings with our operations team and the City's to manage the contract requirements as well as the KPI's and evolving goals set forth by the City. These meetings will cover topics such as aging, invoice and billing accuracy, training, post orders, incident report types and trends and turn over. We will communicate these results to you and strive for exceeding expectations.
- **Technology:** CyCop® is AUS's unique, patented security professional supervision and reporting technology. Our security professionals are monitored through CyCop® via a Smartphone, which is in turn supervised by AUS's 24-hour Command Center. CyCop® enables AUS and the City to always know where their security professionals are located at any time of the day or night. It keeps each security professional safe, accountable for their duty and performance, and provides complete transparency and accountability from AUS to the City. CyCop also provided the activity reports and incident reports with real time access to the City and its chosen key individuals, providing analytics and data for KPI's and much more. 40 CyCop units are included in our security program for the City.
- **Dedicated Cityion Team:** AUS has a customized & designated the team leaders responsible for executing a seamless Cityion. Based on your RFP and Scope of Work, and our vast experience we believe we have the right processes and plan options designed to successfully Cityion your current security program over to AUS seamlessly.

The following AUS team members have the authority to represent our company in negotiations:

Mike Smidt, President, Northwest Region (Contract Signatory), 714.335.6657 C/W, mike.smidt@aus.com

Nick Orlik, Regional VP OR/WA (negotiations), 858.922.8135 C/W, nick.orlik@aus.com

Allison Lukanich, Northwest Government Specialist/Contracts/Compliance (negotiations/POC), 916.943.5228, allison.lukanich@aus.com

Universal Protection Service, LP, dba Allied Universal Security Services

| National Headquarters (west) | Local Branch Office |
|--|---|
| 1551 N. Tustin Avenue, Suite #650 Santa Ana, CA 92705 Phone: 866.877.1965 Fax: 714.619.9701 | 9570 SW Barbur Blvd., Suite 212 Portland, OR 97219 Phone: 503.229.7108 Fax: 503.229.0134 |

Client Service Assurance Center (24/7/365) at 866.703.7666

Universal Protection Service, LLC, d/b/a Allied Universal Security Services. The parent company of Universal Protection Services, LLC, is Universal Protection Service, LP (**FEIN: 33-0973846**). Universal Protection Service, LP, was formed in California on December 31, 2009. Our unique advantage is an ability to deliver responsive security services at the local level through one of our 180 branch offices; specifically, AUS is the provider of choice throughout Oregon, with an in-state branch office in Portland that deploys 1,100+ security professionals, and 25,000+ security professionals regionally.

AUS's history dates to 1958, with the founding of Allied Barton Security Services. In August of 2016, the parent companies of Allied Barton Security Services and Universal Protection Service, founded in 1965, merged. **The Parent Company, Universal Protection Service, LP, was formed in California on December 31, 2009. These entities took on the trade name Allied Universal Security Services in August 2016.**

AUS has **207,845** employees; **187,633** are security professionals

Portland Business Tax #: 783612

City of Portland-Professional Security Officer Services-RFP 000001162

City Home | Government | Who We | Bureau | About Us | Donate

Sign In

Office of Management & Finance
Revenue Division

AMTS TAX: 503-865-4278
BUSINESS TAXES: 503-823-5157
111 SW Columbia St, Suite 800, Portland, OR 97201
MORE CONTACT INFO

Home | **Arts Tax** | Taxes | Permits & Enforcement | About Us

Home | **Business Taxes**

Revenue Division: Business Lookup

The purpose of this site is to assist citizens in confirming that businesses operating in the City of Portland are in compliance with the City's tax law, to provide an easy way to report an unregistered business, and to assist in finding the account number for a business.

Search for Businesses

Business Name: (use % for wildcards)

OR

Address:

Let's Help
What is required to register their business?
Report an unregistered business

Business Detail

Status

In Compliance

Account Number

You must enter a tax ID.
Enter the business tax ID (999-99-9999 or 99-999999) to show the account number.

Doing Business As

UNIVERSAL PROTECTION SERVICE LP
ALLIED UNIVERSAL SECURITY SERVICE

Address(es)

| | |
|---|--------------------|
| 1551 N TUSTIN AVE STE 850 | SANTA ANA CA 92705 |
| 9700 SW CAITTOL WAY STE 105 | PORTLAND OR 97218 |
| INCOME TAX DEPT 181 WASHINGTON ST STE 800 | CONSUMERS PR 19428 |

NAICS Description

INVESTIGATION, GUARD, AND ARMORED CAR SERVICES

DISCLAIMER: It is important to note that the Division's database is only as good as the information given to the Division by the business. There are many reasons why you may not be able to locate a business. If you want further assistance, please contact the Division directly at 503-823-5157. Alternatively, you may wish to also search the Oregon Secretary of State Business Registry for address information.

Searches in Last 7 Days: **2,577** / Searches Since 3/6/2006: **362,571**

EEO Confirmation via procurement:

RE: Question to RFP No. 000001162, Professional Security Services_City of Portland #2 - Message (HTML)

File | Message | Adobe PDF | Tell me what you want to do...

Ignore | Delete | Reply | Reply All | Forward | Meeting | More | City of Portland... | To Manager | Done | Create New | Reply & Delete | Move | Rules | OneNote | Actions | Assign Policy | Mark Unread | Categorize | Follow Up | Translate | Find | Related | Select | Zoom

Green, Theresa <Theresa.Green@portlandoregon.gov> | Lukanich, Allison; Barber, Diane

RE: Question to RFP No. 000001162, Professional Security Services_City of Portland #2

You replied to this message on 3/7/2019 8:49 AM.

Hello Allison,

Allied Universal is already EEO certified. The online applications for EEO and Equal Benefits are part of the process when a company sets up their account in the City's Procurement system, BuySpeed.

Let me know if you have additional questions.

Thank you.



Theresa Green
Senior Procurement Specialist
d. (503) 823-6837 c. (503) 823-6241
Theresa.Green@portlandoregon.gov

| Regional Manager | Contact name for Proposal and Forms |
|---|--|
| <p>Edward Childress, Portland Branch Mgr 503.449.3498 cell Edward.childress@aus.com</p> | <p>Allison Lukanich Government Services Specialist, Pacific Northwest Region Allied Universal Security Services 9570 SW Barbur Blvd., Suite 212 Portland, OR 97219 Phone: 916-943-5228 Email: allison.lukanich@aus.com</p> |

We realize that the City of Portland, like most large cities today, faces many challenges. Your outsourced services partners play an integral role in achieving your goals. We understand our role in providing the City with a safe and welcoming environment. AUS is fully committed to providing a security program that achieves measurable results while continuing to evolve to meet new security issues or challenges. We promise to serve the City of Portland with ***the highest integrity, partnership and transparency.***

On behalf of our team we hope the City's evaluation committee looks favorably upon our submittal, and will consider this proposal a platform for additional conversation and collaboration. We look forward to an opportunity to discuss all of our qualifications and capabilities in greater detail. Should you have any questions or require clarifications to any part of our proposal, please contact me at 916-943-5228 cell or allison.lukanich@aus.com, as I will be your POC for this procurement process.

Sincerely,



Allison Lukanich
Government Services Contracts & Compliance Specialist



Michael E. Smidt
Regional President

Mike Smidt Region President for the Northwest has signatory authority for Allied Universal.

No redactions are required.

NOTES: ATTACHMENT 2 ADDENDUM

Allied Universal is a \$7 billion dollar company with almost 150,000 security officers who perform services at thousands of work sites nationwide. Allied Universal is subject to routine claims, audits and inspections in the ordinary course of business by a variety of government agencies, such as the Federal Department of Labor, NLRB, EEOC, as well as other agencies that enforce federal, state and local wage, labor and employment laws. Allied Universal is also subject to OSHA audits, investigations and inspections in the ordinary course of business. From time to time these matters may result in findings of violations, which are resolved expeditiously with the applicable agency. No such matter has resulted in findings or violations having a material, adverse impact on Allied Universal or its operations; nor, to our best knowledge, information and belief, is any such matter ongoing or pending. Due to the volume of such matters in which Allied Universal is involved in the ordinary course of its business, it is not feasible or practical to list every such matter involving the company. We believe the volume of such matters experienced by Allied Universal is more or less typical of companies of our size.

6.c Contractor Staffing Plan and Cost (Attachment 3)

AUS's Addendum 1, Attachment 3 is provided in the following pages, here are our notes to pricing for RFP No. 000001162

Bill rates in Contractors Staffing Plan and Cost Revised 031119 form are inclusive of the following items:

- Wage, based on the SEIU and the current wage levels plus the annual increase which will be effective July 1 2019
- Payroll taxes (FICA, FUTA, SUTA)
- Insurances (Worker's Comp, General Liability)
- Vacation hours per CBA Trust
- Sick hours per CBA and Portland, OR laws
- Training per RFP (pre-assignment, on-the-job, annual refresher, including armed certification and annual recertification)
- Union medical and non-union medical plans
- Background Checks/screenings
- Uniforms, per the RFP
- Vehicle
 - SUV w/ 20,000 miles in fuel each (1 total)
- Equipment
 - Cell phones w/ CyCop (40)
 - Laptop for salaried project managers (1)
 - Weapons, Ammunition, Duty belt, handcuffs/case, OC spray/case, cleaning kit, gloves (18 units of each)
 - Protective Ballistic Vests (12)
 - Flashlights
- Management as specified in Additional Coverage
 - Project Manager (dedicated to City of Portland)
 - Assistant Managers (dedicated to City of Portland)

General Notes to Pricing

CBA between SEIU, Local 49 and Allied Universal expires on 2/28/21; rates may need to be adjusted annually based upon increases in the CBA; the following assumptions were made

Wage increase

- 7/1/19 - \$0.50/hr - (This increase has been accounted for in our price proposal)

Healthcare

- 2019 - \$425.42/month (We have blended the cost for 2019 and 2020)
- 2020 - \$459.42/month

Other Notes:

Holidays will be billed at 1.40 times the straight-time bill rate

Bill Rates not inclusive of sales or use taxes

AUS's pricing included all equipment, labor, licenses and insurance as specified in the solicitation. Deviations from the current RFP and SOW may result in pricing changes, with that being said we are more than accommodating to grow or change with the City, and we will do so in collaboration with both the AUS and City security and procurement teams.

The full Excel workbook was uploaded in the BuySpeed system: [https:// procure.portlandoregon.gov](https://procure.portlandoregon.gov)

| CONTRACTOR'S STAFFING PLAN and COST - REVISED 3/11/19 | | |
|--|--|-----------------------|
| Page 1 of 12 | | |
| Company Name: | ersal Protection Service LP dba Allied Universal Security Serv | |
| Name and Phone # of person completing this form: | Allison Lukanich RFP POC | 916.943.5228 c |
| ALL LOCATIONS | MONTHLY COST | ANNUAL COST |
| THE PORTLAND BUILDING | \$76,881.47 | \$922,577.66 |
| CITY HALL | \$51,292.47 | \$615,509.61 |
| 1900 BUILDING | \$33,646.72 | \$403,760.68 |
| UNION STATION | \$41,337.34 | \$496,048.04 |
| COLUMBIA BLVD. WWTP | \$7,600.93 | \$91,211.16 |
| 400 BUILDING | \$4,343.39 | \$52,120.67 |
| WATER BUREAU | \$5,643.85 | \$67,726.16 |
| KERBY YARD | \$24,757.32 | \$297,087.79 |
| BOEC-PCC-ECC | \$4,343.39 | \$52,120.67 |
| ADDITIONAL COVERAGE | \$91,824.76 | \$1,101,897.10 |
| ADMINISTRATIVE, MANAGEMENT AND OVERHEAD | \$0.00 | \$0.00 |
| TOTAL COST: ALL LOCATIONS AND COVERAGE | \$341,671.63 | \$4,100,059.52 |
| Notes / Comments | | |
| Please note that total annual cost is based on 48 weeks per the city inputted formulas. All our notes to pricing are in the body of our rfp response under section 6.c | | |

ATTACHMENT 3 - Page 2 of 12

CONTRACTOR'S STAFFING PLAN and COST - Revised 3/1/19

BUILDING/FACILITY:

| THE PORTLAND BUILDING- This location requires After Hours staffing levels for some positions. (See Below.) | | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits- Hourly | Overhead- Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City |
|--|--|---|------------------|--------------------------------|------------------|-----------------------------|---------------------------------|---------------------|
| First Floor: Two (2) Armed Security Officers- M-F, 8:00 A.M. to 5:00 P.M. | | 80.00 | \$24.26 | \$3.19 | \$7.83 | \$35.27 | \$11,287.69 | \$135,452.31 |
| Second Floor: One (1) Unarmed Security Officer- M-F, 8:00 A.M. to 5:00 P.M. | | 40.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$4,343.39 | \$52,120.67 |
| Third Floor SOC: Two (2) Unarmed Security Officer-24/7/365. Contractor shall provide the appropriate level of staff to meet this scheduling requirement (i.e Day shift, Evening shift, Night shift). | | 336.00 | \$19.24 | \$2.53 | \$6.21 | \$27.97 | \$37,598.35 | \$451,180.15 |
| Third Floor SOC: One (1) Unarmed Security Officer (Rover) 24/7/365. Contractor shall provide the appropriate level of staff to meet this scheduling requirement (i.e Day shift, Evening shift, Night shift). | | 168.00 | \$19.24 | \$2.53 | \$6.21 | \$27.97 | \$18,799.17 | \$225,590.08 |
| Onsite Day Shift Supervisor-M-F, 8:00 A.M. to 5:00 P.M. | | 40.00 | \$20.86 | \$2.74 | \$6.73 | \$30.33 | \$4,852.87 | \$58,234.44 |
| Other (explain below) | | | | | | \$0.00 | \$0.00 | \$0.00 |
| | | | | | | | \$76,881.47 | \$922,577.66 |

Comments:

ATTACHMENT 3 - Page 3 of 12

CONTRACTORS STAFFING PLAN and COST - Revised 3/11/19

BUILDING/FACILITY:

| CITY HALL | | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits-Hourly | Overhead-Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City |
|---|--|---|------------------|-------------------------------|-----------------|-----------------------------|---------------------------------|---------------------|
| 4th Ave: One (1) Armed Security Officer- M-F, 8:00 A.M. to 5:00 P.M. | | 40.00 | \$24.26 | \$3.19 | \$7.83 | \$35.27 | \$5,643.85 | \$67,726.16 |
| 4th Ave: Two (2) Unarmed Security Officers- M-F, 8:00 A.M. to 5:00 P.M. | | 80.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$8,686.78 | \$104,241.33 |
| Two (2) Unarmed Security Officers- M-F, aprx 5:00 P.M. to 1:00 A.M. | | 80.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$8,686.78 | \$104,241.33 |
| Two (2) Unarmed Security Officers, M-F, aprx 1:00 A.M. to 8:00 A.M. | | 80.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$8,686.78 | \$104,241.33 |
| 5th Ave: One (1) Unarmed Security Officer- M-F, 8:00 A.M. to 5:00 P.M. | | 40.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$4,343.39 | \$52,120.67 |
| 5th Ave: One (1) Unarmed Security Officer (Rover) - M-F, 8:00 A.M. to 5:00 P.M. | | 40.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$4,343.39 | \$52,120.67 |
| Mayor's Detail: One (1) Armed Security Officer- M-F, 8:00 A.M. to 5:00 P.M. | | 40.00 | \$26.00 | \$3.41 | \$8.39 | \$37.80 | \$6,048.64 | \$72,583.68 |
| One (1) Onsite Day Shift Supervisor-M-F, 8:00 A.M. to 5:00 P.M. | | 40.00 | \$20.86 | \$2.74 | \$6.73 | \$30.33 | \$4,852.87 | \$58,234.44 |
| Other (explain below) | | | | | | | \$0.00 | \$0.00 |
| Other (explain below) | | | | | | | \$0.00 | \$0.00 |
| TOTAL COST | | | | | | | \$51,292.47 | \$615,509.61 |

| | | | | | | | | |
|--|--|---|------------------|-------------------------------|-----------------|-----------------------------|---------------------------------|---------------------|
| ATTACHMENT 3 - Page 4 of 12 | | | | | | | | |
| CONTRACTOR'S STAFFING PLAN and COST - Revised 3/11/19 | | | | | | | | |
| BUILDING/FACILITY: | | | | | | | | |
| 1900 BUILDING | | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits-Hourly | Overhead-Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City |
| | | 40.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$4,343.39 | \$52,120.67 |
| | | 40.00 | \$24.26 | \$3.19 | \$7.83 | \$35.27 | \$5,643.85 | \$67,726.16 |
| | | 4.00 | \$24.26 | \$3.19 | \$7.83 | \$35.27 | \$564.38 | \$6,772.62 |
| | | 40.00 | \$20.86 | \$2.74 | \$6.73 | \$30.33 | \$4,852.87 | \$58,234.44 |
| | | | | | | | | |
| Security Post, Unarmed Security Officer- 24/7/365. Contractor shall provide the appropriate level of staff to meet this scheduling requirement (i.e Day shift, Evening shift, Night shift) | | 168.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$18,242.23 | \$218,906.80 |
| Other (explain below) | | | | | | | \$0.00 | \$0.00 |
| Other (explain below) | | | | | | | \$0.00 | \$0.00 |
| TOTAL COST | | | | | | | \$33,846.72 | \$403,760.88 |

| | | | | | | | | | |
|---|--|---|------------------|-------------------------------|-----------------|-----------------------------|---------------------------------|---------------------|--|
| ATTACHMENT 3 - Page 5 of 12 | | | | | | | | | |
| CONTRACTOR'S STAFFING PLAN and COST- Revised 3/11/19 | | | | | | | | | |
| BUILDING/FACILITY: | | | | | | | | | |
| UNION STATION | Two (2) Unarmed Security (Rover) 24/7/365- Contractor shall provide the appropriate level of staff to meet this scheduling requirement (ie Day shift, Evening shift, Night shift). | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits-Hourly | Overhead-Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City | |
| | | 336.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$36,484.47 | \$437,813.59 | |
| | | 40.00 | \$20.86 | \$2.74 | \$6.73 | \$30.33 | \$4,852.87 | \$58,234.44 | |
| | | | | | | \$0.00 | \$0.00 | \$0.00 | |
| | | | | | | \$0.00 | \$0.00 | \$0.00 | |
| One (1) Onsite Day Shift Supervisor-M-F, 8:00 A.M. to 5:00 P.M. | | | | | | | | | |
| Other (explain below) | | | | | | | | | |
| Other (explain below) | | | | | | | | | |
| TOTAL COST | | | | | | | \$41,337.34 | \$496,048.04 | |

| | | | | | | | | | |
|---|---|------------------|--------------------------------|------------------|-----------------------------|---------------------------------|---------------------|-------------|--|
| ATTACHMENT 3 - Page 7 of 12 | | | | | | | | | |
| CONTRACTOR'S STAFFING PLAN and COST - Revised 3/11/19 | | | | | | | | | |
| BUILDING/FACILITY: | | | | | | | | | |
| 400 BUILDING | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits- Hourly | Overhead- Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| One (1) Unarmed Security Officer- M-F, 8:00 A.M. to 5:00 P.M. | 40.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$4,343.39 | \$52,120.67 | | |
| Other (explain below) | | | | | \$0.00 | \$0.00 | \$0.00 | | |
| Other (explain below) | | | | | \$0.00 | \$0.00 | \$0.00 | | |
| TOTAL COST | | | | | | | \$4,343.39 | \$52,120.67 | |

| | | | | | | | | | |
|---|---|------------------|--------------------------------|------------------|-----------------------------|---------------------------------|---------------------|-------------|--|
| ATTACHMENT 3 - Page 6 of 12 | | | | | | | | | |
| CONTRACTOR'S STAFFING PLAN and COST - Revised 3/11/19 | | | | | | | | | |
| BUILDING/FACILITY: | | | | | | | | | |
| COLUMBIA BLVD. WASTEWATER TREATMENT PLANT | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits- Hourly | Overhead- Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| Two (2) Unarmed Security Officers - M-F, 9:00 A.M. to 5:00 P.M. | 70.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$7,600.93 | \$91,211.16 | | |
| Other (explain below) | | | | | \$0.00 | \$0.00 | \$0.00 | | |
| TOTAL COST | | | | | | | \$7,600.93 | \$91,211.16 | |

ATTACHMENT 3 - Page 9 of 12
CONTRACTOR'S STAFFING PLAN and COST - Revised 3/11/19
BUILDING/FACILITY:

| Kerby Yard | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits-Hourly | Overhead-Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City |
|---|---|------------------|-------------------------------|-----------------|-----------------------------|---------------------------------|---------------------|
| | | | | | | | |
| Three (3) Unarmed Security (Rovers), M-F, 3:00 P.M. to 3:00 A.M. - Contractor shall provide the appropriate level of staff to meet this scheduling requirement (i.e. Day shift, Evening shift, Night shift) | 180.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$19,545.25 | \$234,543.00 |
| Unarmed Security (Rover), Sat and Sun, 24-hour shift - Contractor shall provide the appropriate level of staff to meet this scheduling requirement (i.e. Day shift, Evening shift, Night shift) | 48.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$5,212.07 | \$62,544.80 |
| Other (explain below) | | | | | \$0.00 | \$0.00 | \$0.00 |
| TOTAL COST | | | | | | | \$24,757.32 |
| | | | | | | | \$297,087.79 |

ATTACHMENT 3 - Page 8 of 12
CONTRACTOR'S STAFFING PLAN and COST - Revised 3/11/19
BUILDING/FACILITY:

| Water Bureau @ N. Interstate | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits-Hourly | Overhead-Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City |
|--|---|------------------|-------------------------------|-----------------|-----------------------------|---------------------------------|---------------------|
| | | | | | | | |
| One (1) Armed Security Officer - M-F, 8:00 A.M. to 5:00 P.M. | 40.00 | \$24.26 | \$3.19 | \$7.83 | \$35.27 | \$5,643.85 | \$67,726.16 |
| Other (explain below) | | | | | \$0.00 | \$0.00 | \$0.00 |
| Other (explain below) | | | | | \$0.00 | \$0.00 | \$0.00 |
| TOTAL COST | | | | | | | \$5,643.85 |
| | | | | | | | \$67,726.16 |

ATTACHMENT 3 - Page 11 of 12
CONTRACTOR'S STAFFING PLAN and COST - Revised 3/11/19
BUILDING/FACILITY:

| ADDITIONAL COVERAGE (meetings, events, emergency response, backfill, on-call, or other needs as required by the City) | | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits-Hourly | Overhead-Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City | |
|---|--|---|------------------|-------------------------------|-----------------|-----------------------------|---------------------------------|---------------------|--------------|
| One (1) Roaming Supervisor-M-F, 5:00 P.M.-7:00 A.M. - Contractor shall provide the appropriate level of staff to meet this scheduling requirement (i.e. Evening shift, Night shift) | | | 98.00 \$ | 24.00 | \$3.15 | \$7.74 | \$34.90 | \$13,679.23 | \$164,150.78 |
| Unarmed Security Officer (Flex) available for a Four (4) hour shift TBD | | | 4.00 \$ | 18.67 | \$2.45 | \$6.02 | \$27.15 | \$434.34 | \$5,212.07 |
| Unarmed Security Officer (Flex) available for an Eight (8) hour shift TBD | | | 8.00 \$ | 18.67 | \$2.45 | \$6.02 | \$27.15 | \$688.68 | \$10,424.13 |
| Apex total of nine (9) Armed Security Officer (Flex) available for an Eight (8) hour shift TBD | | | 360.00 \$ | 24.26 | \$3.19 | \$7.83 | \$35.27 | \$50,794.62 | \$609,535.41 |
| Project Manager-accessible 24/7/365- Contractor shall provide the appropriate level of staff to meet this scheduling requirement (i.e. Day shift, Evening shift, Night shift) | | | 168.00 \$ | 27.44 | \$2.42 | \$8.90 | \$38.76 | \$26,047.89 | \$312,574.70 |
| Other (explain below) | | | | | | | \$0.00 | \$0.00 | \$0.00 |
| | | | TOTAL COST | | | | \$91,824.76 | \$1,101,897.10 | |

ATTACHMENT 2 - Page 10 of 12
CONTRACTOR'S STAFFING PLAN and COST - Revised 3/11/19
BUILDING/FACILITY:

| BOEC-PCC-ECC | | Number of hours required to meet the minimum staffing requirements weekly | Base Hourly Wage | Employer Paid Benefits-Hourly | Overhead-Hourly | Hourly Rate Charged to City | Monthly Cost for Classification | Annual Cost to City |
|---|--|---|------------------|-------------------------------|-----------------|-----------------------------|---------------------------------|---------------------|
| One (1) Unarmed Security Officer- M-F, 8:00 A.M. to 5:00 P.M. | | 40.00 | \$18.67 | \$2.45 | \$6.02 | \$27.15 | \$4,343.39 | \$52,120.67 |
| Other (explain below) | | | | | | \$0.00 | \$0.00 | \$0.00 |
| Other (explain below) | | | | | | \$0.00 | \$0.00 | \$0.00 |
| TOTAL COST | | | | | | | \$4,343.39 | \$52,120.67 |

Sample Staffing Plan Work Schedule

Based on City's RFP we have come up with a general schedule (below) set up that shows the basic methodology in maximizing personnel through job rotation, effective break schedules, cross-training and teamwork opportunities. A balance between work processes, training and group activities creates a more productive workforce. It is our desire to work with City to create a schedule that is preferable to the program. Allied Universal has the ability to accommodate the services within City's required time frame due to our local infrastructure, bandwidth, wages and benefits offered by AUS.

| Project Manager Schedule | | | | | | | | |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Account Manager Unarmed Officer 1 | 0600-1400 8 | | | 0600-1400 8 | 0600-1400 8 | 0600-1400 8 | 0600-1400 8 | 40 |
| Assistant Account Manager 1 | | 0600-1400 8 | 0600-1400 8 | 1400-2200 8 | | | | 24 |
| Assistant Account Manager 2 | 1400-2200 8 | 1400-2200 8 | 1400-2200 8 | | | 1400-2200 8 | 1400-2200 8 | 40 |
| Assistant Account Manager 3 | | 2200-0600 8 | 2200-0600 8 | | 1400-2200 8 | | | 24 |
| Assistant Account Manager 4 | 2200-0600 8 | | | 2200-0600 8 | 2200-0600 8 | 2200-0600 8 | 2200-0600 8 | 40 |
| Totals | | | | | | | | 168 |

| Roving Supervisor Schedule | | | | | | | | |
|--|----------------|----------|--------|----------------|----------------|----------------|----------------|----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Roving Supervisor Unarmed Officer 1 | 1700-0000 7 | | | 1700-0000 7 | 1700-0000 7 | 1700-0000 7 | 1700-0000 7 | 35 |
| Roving Supervisor Unarmed Officer 2 | 2100-0400 7 | | | 2100-0400 7 | | 2100-0400 7 | 2100-0400 7 | 28 |
| Roving Supervisor Unarmed Officer 3 | 0000-0700 7 | | | 0000-0700 7 | 0000-0700 7 | 0000-0700 7 | 0000-0700 7 | 35 |
| Totals | | | | | | | | 98 |

| The Portland Building Schedule | | | | | | | | |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Supervisor | 0800-1700 | | | 0800-1700 | 0800-1700 | 0800-1700 | 0800-1700 | |
| Supervisor 1 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 1st Floor | 0800-1700 | | | 0800-1700 | 0800-1700 | 0800-1700 | 0800-1700 | |
| Armed Officer 2 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 1st Floor | 0800-1700 | | | 0800-1700 | 0800-1700 | 0800-1700 | 0800-1700 | |
| Armed Officer 3 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 2nd Floor | 0800-1700 | | | 0800-1700 | 0800-1700 | 0800-1700 | 0800-1700 | |
| Officer 4 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | 0700-1500 | | | 0700-1500 | 0700-1500 | 0700-1500 | 0700-1500 | |
| SOC Officer 5 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | 0700-1500 | | | 0700-1500 | 0700-1500 | 0700-1500 | 0700-1500 | |
| SOC Officer 6 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | 0700-1500 | | | 0700-1500 | 0700-1500 | 0700-1500 | 0700-1500 | |
| Roving Officer 7 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | 1500-2300 | | | 1500-2300 | 1500-2300 | 1500-2300 | 1500-2300 | |
| SOC Officer 8 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | 1500-2300 | | | 1500-2300 | 1500-2300 | 1500-2300 | 1500-2300 | |
| SOC Officer 9 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | 1500-2300 | | | 1500-2300 | 1500-2300 | 1500-2300 | 1500-2300 | |
| Roving Officer 10 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | 2300-0700 | | | 2300-0700 | 2300-0700 | 2300-0700 | 2300-0700 | |
| SOC Officer 11 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | 2300-0700 | | | 2300-0700 | 2300-0700 | 2300-0700 | 2300-0700 | |
| SOC Officer 12 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | 2300-0700 | | | 2300-0700 | 2300-0700 | 2300-0700 | 2300-0700 | |
| Roving Officer 13 | 8 | | | 8 | 8 | 8 | 8 | 40 |
| Security Officer 3rd Floor | | 0700-1900 | 0700-1900 | | | | | |
| SOC Officer 14 | | 12 | 12 | | | | | 24 |
| Security Officer 3rd Floor | | 0700-1900 | 0700-1900 | | | | | |
| SOC Officer 15 | | 12 | 12 | | | | | 24 |
| Security Officer 3rd Floor | | 0700-1900 | 0700-1900 | | | | | |
| Roving Officer 16 | | 12 | 12 | | | | | 24 |
| Security Officer 3rd Floor | | 1900-0700 | 1900-0700 | | | | | |
| SOC Officer 17 | | 12 | 12 | | | | | 24 |
| Security Officer 3rd Floor | | 1900-0700 | 1900-0700 | | | | | |
| SOC Officer 18 | | 12 | 12 | | | | | 24 |
| Security Officer 3rd Floor | | 1900-0700 | 1900-0700 | | | | | |
| Roving Officer 19 | | 12 | 12 | | | | | 24 |
| Totals | | | | | | | | 664 |

| The City Hall Schedule | | | | | | | | |
|---|----------------|----------|--------|----------------|----------------|----------------|----------------|-----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Day Shift Supervisor | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| Mayors Detail Armed Officer 1 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| 4th Ave Armed Officer 2 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| 4th Ave Days Unarmed Officer 1 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| 4th Ave Days Unarmed Officer 2 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| 4th Ave Swing Unarmed Officer 3 | 1700-0100 8 | | | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 40 |
| 4th Ave Swing Unarmed Officer 4 | 1700-0100 8 | | | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 40 |
| 4th Ave Graves Unarmed Officer 5 | 0100-0800 8 | | | 0100-0800 8 | 0100-0800 8 | 0100-0800 8 | 0100-0800 8 | 40 |
| 4th Ave Graves Unarmed Officer 6 | 0100-0800 8 | | | 0100-0800 8 | 0100-0800 8 | 0100-0800 8 | 0100-0800 8 | 40 |
| 5th Ave Days Unarmed Officer 7 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| 5th Ave Rover Days Unarmed Officer 8 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| Totals | | | | | | | | 440 |

| 1900 Building Schedule | | | | | | | | |
|---------------------------------------|----------------|-----------------|-----------------|----------------|----------------|----------------|----------------|-----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Day Shift Supervisor | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| BDS Permit Center Armed Officer 1 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| BDS Permit Center Armed Officer 2 | | | | | | | 1700-2100 4 | 4 |
| Front Entrance Post Unarmed Officer 1 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| Security Post Days Unarmed Officer 2 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Security Post Swing Unarmed Officer 3 | 1700-0100 8 | | | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 40 |
| Security Post Grave Unarmed Officer 4 | 0100-0900 8 | | | 0100-0900 8 | 0100-0900 8 | 0100-0900 8 | 0100-0900 8 | 40 |
| Security Post Days Unarmed Officer 5 | | 0900-2100 12 | 0900-2100 12 | | | | | 24 |
| Security Post Unarmed Officer 6 | | 2100-0900 12 | 2100-0900 12 | | | | | 24 |
| Security Post Unarmed Officer 7 | | | | | | | | 0 |
| Security Post Unarmed Officer 8 | | | | | | | | 0 |
| Totals | | | | | | | | 292 |

| Union Station Schedule | | | | | | | | |
|---------------------------------------|----------------|-----------------|-----------------|----------------|----------------|----------------|----------------|-----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Day Shift Supervisor | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| Rover Days Unarmed Officer 1 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| Rover Days Unarmed Officer 2 | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| Front Entrance Post Unarmed Officer 1 | 1700-0100 8 | | | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 40 |
| Security Post Days Unarmed Officer 2 | 1700-0100 8 | | | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | 40 |
| Security Post Swing Unarmed Officer 3 | 0100-0800 8 | | | 0100-0800 8 | 0100-0800 8 | 0100-0800 8 | 0100-0800 8 | 40 |
| Security Post Grave Unarmed Officer 4 | 0100-0800 8 | | | 0100-0800 8 | 0100-0800 8 | 0100-0800 8 | 0100-0800 8 | 40 |
| Security Post Days Unarmed Officer 5 | | 0800-2000 12 | 0800-2000 12 | | | | | 24 |
| Security Post Days Unarmed Officer 6 | | 0800-2000 12 | 0800-2000 12 | | | | | 24 |
| Security Post Grave Unarmed Officer 7 | | 2000-0800 12 | 2000-0800 12 | | | | | 24 |
| Security Post Grave Unarmed Officer 8 | | 2000-0800 12 | 2000-0800 12 | | | | | 24 |
| Totals | | | | | | | | 376 |

| Wasterwater Treatment Plant | | | | | | | | |
|-----------------------------|----------------|----------|--------|----------------|----------------|----------------|----------------|----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| | 15-Nov | 16-Nov | 17-Nov | 18-Nov | 19-Nov | 20-Nov | 21-Nov | |
| Unarmed Security Officer 1 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Unarmed Security Officer 2 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| | | | | | | | | 80 |

| 400 Building | | | | | | | | |
|------------------------|----------------|-----------------|---------------|----------------|----------------|------------------|-----------------|----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Unarmed Officer | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| Totals | 40 | | | | | | | |

| Water Bureau at North Interstate | | | | | | | | |
|---|----------------|-----------------|---------------|----------------|----------------|------------------|-----------------|----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Armed Officer | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| Totals | 40 | | | | | | | |

| Kerby Yard Schedule | | | | | | | | |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Rover Unarmed Officer 1 | 1500-0300 12 | | | 1500-0300 12 | 1500-0300 12 | 1500-0300 12 | 1500-0300 12 | 60 |
| Rover Unarmed Officer 2 | 1500-2300 12 | | | 1500-2300 12 | 1500-2300 12 | 1500-2300 12 | 1500-2300 12 | 60 |
| Rover Unarmed Officer 3 | 1500-0300 12 | | | 1500-0300 12 | 1500-0300 12 | 1500-0300 12 | 1500-0300 12 | 60 |
| Rover Unarmed Officer 4 | | 0300-1500 12 | 0300-1500 12 | | | | | 24 |
| Rover Unarmed Officer 5 | | 1500-0300 12 | 1500-0300 12 | | | | | 24 |
| Totals | 228 | | | | | | | |

| BOEC-PCC-ECC | | | | | | | | |
|------------------------|----------------|-----------------|---------------|----------------|----------------|------------------|-----------------|----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| Unarmed Officer | 0800-1700 8 | | | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 0800-1700 8 | 40 |
| Totals | 40 | | | | | | | |

Holiday Coverage

Holiday coverage would be a 24-hour coverage, starting at the end of the shift the day before the holiday starts for all roving posts and non-24-hour sites. For sites that have 24-hour coverage already, additional Flex staff would be assigned as needed to ensure coverage and security of the site during the holiday.

Example of Thanksgiving Holiday Coverage for non-24-hour location:

| Wasterwater Treatment Plant Holiday Schedule | | | | | | | | |
|---|----------------|-----------------|---------------|----------------|----------------|------------------|-----------------|-----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| | 15-Nov | 16-Nov | 17-Nov | 18-Nov | 19-Nov | 20-Nov | 21-Nov | |
| Unarmed Security Officer 1 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Unarmed Security Officer 2 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Unarmed Security Officer 3 | | | | | | 1700-0100 8 | 1700-0100 8 | 16 |
| Unarmed Security Officer 4 | | | | | | 1700-0100 8 | 1700-0100 8 | 16 |
| Unarmed Security Officer 5 | | | | | | 0100-0900 8 | 0100-0900 8 | 16 |
| Unarmed Security Officer 6 | | | | | | 0100-0900 8 | 0100-0900 8 | 16 |
| | | | | | | | | 144 |
| Wasterwater Treatment Plant Holiday Schedule | | | | | | | | |
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| | 23-Nov | 24-Nov | 25-Nov | 26-Nov | 27-Nov | 28-Nov | 29-Nov | |
| Unarmed Security Officer 1 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Unarmed Security Officer 2 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Unarmed Security Officer 3 | 1700-0100 8 | | | | | | | 8 |
| Unarmed Security Officer 4 | 1700-0100 8 | | | | | | | 8 |
| Unarmed Security Officer 5 | 0100-0900 8 | | | | | | | 8 |
| Unarmed Security Officer 6 | 0100-0900 8 | | | | | | | 8 |
| | | | | | | | | 112 |

Example of Christmas Holiday Coverage for non-24-hour location:

| Wasterwater Treatment Plant Holiday Schedule | | | | | | | | |
|---|----------------|-----------------|---------------|----------------|----------------|------------------|-----------------|-----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| | 20-Dec | 21-Dec | 22-Dec | 23-Dec | 24-Dec | 25-Dec | 26-Dec | |
| Unarmed Security Officer 1 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Unarmed Security Officer 2 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Unarmed Security Officer 3 | | | | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | | 24 |
| Unarmed Security Officer 4 | | | | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | | 24 |
| Unarmed Security Officer 5 | | | | 0100-0900 8 | 0100-0900 8 | 0100-0900 8 | | 24 |
| Unarmed Security Officer 6 | | | | 0100-0900 8 | 0100-0900 8 | 0100-0900 8 | | 24 |
| | | | | | | | | 176 |

Example of New Years' Holiday Coverage for non-24-hour location:

| Wasterwater Treatment Plant Holiday Schedule | | | | | | | | |
|---|----------------|-----------------|---------------|----------------|----------------|------------------|-----------------|-----|
| | Friday | Saturday | Sunday | Monday | Tuesday | Wednesday | Thursday | |
| | 27-Dec | 28-Dec | 29-Dec | 30-Dec | 31-Dec | 1-Jan | 2-Jan | |
| Unarmed Security Officer 1 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Unarmed Security Officer 2 | 0900-1700 8 | | | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 0900-1700 8 | 40 |
| Unarmed Security Officer 3 | | | | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | | 24 |
| Unarmed Security Officer 4 | | | | 1700-0100 8 | 1700-0100 8 | 1700-0100 8 | | 24 |
| Unarmed Security Officer 5 | | | | 0100-0900 8 | 0100-0900 8 | 0100-0900 8 | | 24 |
| Unarmed Security Officer 6 | | | | 0100-0900 8 | 0100-0900 8 | 0100-0900 8 | | 24 |
| | | | | | | | | 176 |

6.d Corporate Responsibility

1) Oregon State Certification

As one of North America's largest providers for security services with over 200,000 employees AUS is not eligible to be certified in the State of Oregon as an MBE, WBE, or an ESB. **Attachment 5** has been completed and submitted with our proposal.

ATTACHMENT 5 PROPOSER'S STATEMENT OF EQUIPMENT POSSESSION AND ACCESS

The undersigned hereby certifies to the City that the company named below currently owns or can lease the following equipment that will be used in the performance of this contract. Refer to Attachment 1, Scope of Work for the equipment and materials requirements of this RFP.

Universal Protection Service, LP, dba Allied Universal Security Services

Company Name: _____

| Type of Equipment/Product | Manufacturer Name | Number of Units | Indicate how it will be used to comply with City requirements |
|----------------------------|-------------------|-----------------|---|
| vehicle | Ford | 1 | patrols, relief, events, mgt |
| CyCop/Cell Phones | Verizon | 40 | Incident Reports, tracking, analytics |
| 9mm hand gun | smith & wesson | 18 | per rfp scope |
| OC MK2 Pepper Spray Holder | | 18 | per rfp scope |
| OC Pepper Spray | | 18 | for d-escalation |
| Duty Belts | | 18 | per rfp scope |
| Bullet proof vests | | 18 | per rfp scope |
| laptop | HP | 1 | Program Mgr |
| Flashlights | | 40 | per rfp scope |
| spare magazines | | 18 | per rfp scope |
| handcuffs & holder | | 18 | for d-escalation |
| double magazine pouch | | 18 | per rfp scope |
| safe | | 1 | storage of handguns |
| clearing barrel | | 1 | handguns |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

2) Workforce Diversity

We are committed to a diverse workforce that reflects the communities we serve. To do that, our recruiters actively build partnerships with community organizations to identify and develop candidates from a wide variety of minority communities. In many cases we work with organizations to identify native speakers of a wide range of languages for example. We service several international organizations that need our staff to be fluent in languages from Spanish, to Vietnamese and Hmong. We achieve this by establishing partnerships with community based organizations, and city agencies, to be part of the recruitment

process. In cities like Washington DC, we have established a close working relationship with the City's Department of Employment Services to help identify potential candidates from some of the areas of the city hardest hit by unemployment. We have successfully worked with them to target some of the hardest hit populations to move them from welfare to work. Our commitment extends throughout the organization from the front line Security Professional to the top of the house. We have diverse leaders throughout the organization from the top executive in Human Resources, to General Managers, Regional Vice Presidents and Presidents leading billion-dollar business units. In fact, two of our largest business units are led by women executives.

Allied Universal's workforce is diverse. We seek to hire individuals—whether female or male, from many ethnic groups. In many places our workforce reflects the communities they serve. As a Company, we seek to diversify our pool of women and minorities. The following table shows the diversity and number of employees by ethnic group Company-wide and Oregon branch office.

| | COMPANY WIDE | OREGON Men & Women |
|-------------------------------------|--------------|--------------------|
| Hispanic or Latino | 25,128 | 65 |
| White | 51,714 | 685 |
| Black or African American | 67,241 | 41 |
| Native Hawaiian or Pacific Islander | 5202 | 6 |
| Asian | 1639 | 17 |
| American Indian or Alaskan Native | 1042 | 12 |
| Two or more Races | 4285 | 21 |
| TOTAL | 156,251 | 847 |
| Women out of the total for OREGON | X | 187 |
| Men out of the total for OREGON | X | 660 |

The **Allied Universal | Supplier Diversity** program proactively identifies and develops diverse vendors, contractors and consultants for strategic, value-adding and sustainable partnerships. Allied Universal clients receive accurate, scalable, customer-valued Minority, Women, Veteran, or Small Business Enterprise (MWVSB) compliance and reporting through the supplier diversity program. Allied Universal is the leader in the security industry in the area of supplier diversity. We aim to be recognized as a best-in-class organization by advocates of diverse suppliers. The following table shows Company spend for MBE and WBE partners for 2017.

| | 2017 |
|---------------------|--------------|
| MBE | \$34,851,848 |
| WBE | \$23,250,905 |
| Total MWBE/SB Spend | \$58,102,753 |

Supplier Diversity Program

Allied Universal is committed to supporting the people and businesses of the communities we serve. It is our goal to expand opportunities for diverse businesses through the Allied Universal | **Supplier Diversity**SM program in order to provide the best quality services to our clients. Our Supplier Diversity program goals include:

- Integrating supplier diversity plans with sourcing processes and strategies to broaden the inclusion of diverse business enterprises in our daily purchasing decisions for services and commodities.
- Proactive outreach to diverse businesses through diverse development organizations and procurement events.
- Collaborating with clients to ensure second-tier diverse spend amounts are accurate and in support of their own corporate diversity goals.
- Educating and training to help both internal purchase decision makers and suppliers understand our supplier diversity strategy and commitment.

- Monitoring our progress and ensuring alignment with our overall diversity strategy.
- Allied Universal's mentor program which develops suppliers through education, advice, counseling, business opportunities, business development, technology support and more.

As an Allied Universal client, you can expect the same quality service that we have delivered for 60 years. We enhance the value we provide to our clients by helping them meet their company's supplier diversity goals and giving them access to a larger pool of qualified diverse suppliers. Companies are qualified by one of the following entities:

- Minority-and-Women-Owned Enterprise (M/WBE)
- Veteran and Service Disabled Veteran Business Enterprise (V/DVBE)
- Small Business Enterprises (SBE)
- Historically Underutilized Business Zone (Hubzone)
- Disadvantaged Business Enterprise (DBE)
- Companies must have been certified by one of the following: National Minority Supplier Development Council (NMSDC); Women's Business Enterprise National Council (WBENC); Small Business Administration (SBA); or approved State, City or Local Government Municipalities.

3) Position Descriptions, Pay, and Benefits

One of the key elements to hiring and retaining high caliber security professionals is to offer the right wages.

It is important to know what the market is paying security professionals locally in order to be competitive in the market and ensure your site is able to recruit the right talent. Allied Universal has a great presence in and around Portland. That allows us to understand the local wage market for numerous verticals and responsibilities. We also work with Payscale to receive third party wage reports as further analysis of each market. We frequently work with our clients to review wages to ensure that the role our client wants to play in the market is achieved through the wage structure and we provide numerous data points to make sure decisions are not arbitrary. **Please note all Security Professionals, Supervisors and Managers assigned to the City will meet all qualifications and requirement's set out in the RFP for recruitment, training, assignment, and performance. All positions and rates are illustrated in Attachment 3.**

The following table is per the RFP, a full list of positions dedicated to the City of Portland's program is

| | AUS 2019/2020 Wage | 1 year | 2 year | 3 year | 4 year |
|---|-----------------------|----------|----------|----------|----------|
| a. Security officer | \$ 18.67 | \$ 19.17 | \$ 19.67 | \$ 20.17 | \$ 20.67 |
| b. Armed Security Officer | \$ 24.26 | \$ 24.76 | \$ 25.26 | \$ 25.76 | \$ 26.26 |
| c. Supervisory Security Officer (aka Sergeant)/ Security Supervisor | \$ 20.86 | \$ 21.36 | \$ 21.86 | \$ 22.36 | \$ 22.86 |
| d. Senior Security Officer (aka Lieutenant)/Assistant Account Manager | | MERIT | MERIT | | |
| e. Security Manager (aka Captain)/ Project Manager | | MERIT | MERIT | | |

Project Manager

Project Manager will oversee daily operations of security staff at locations listed in RFP, Act as conduit between Portland and contract security personnel, Employee engagement and management, Assign and manage requests for additional security personnel, Threat assessment, Strategic Planning, High level issue resolution, Emergency Response, Inspections of sites and security personnel. In our plan, we see the PM as a high level executive who can manage the city needs and coordinate with PPB on ongoing events, threats to ensure that all parties are working collaboratively to ensure the safety of the building under the city prevue.

Assistant Project Manager - APM will assist in oversight of daily operations of security staff at locations listed in RFP acting as the PM when the PM is not available. Employee engagement and management, Performance Management, Hiring, Scheduling, Inspections of sites and security personnel

Shift Supervisor- Point of Contact for On Site Client, Employee engagement, Employee Training, Maintains site records, Supporting and ensuring compliance, Overall protection of site assets

Armed Security Officer - Access Control, Crowd Control, Armed Escorts, Continued Threat assessment, Principle Continuity Plan, Emergency Response, Observe and report

Unarmed Security Officer – Access Control, Crowd Control, Customer Service Support, Reporting,

SOC Officer - Access Control, Crowd Control, Monitor Badging Software, Monitor Cameras, Patrolling duties, Answering Emergency Line, Issue Badges, Customer Service Support, Reporting

Roving Supervisor - RS will support the APM's during after normal business, Employee engagement and Training, Performance Management, Hiring, Scheduling, Inspections of sites and security personnel

Mayoral Detail Officer - Access Control, Crowd Control, Escort Services, Executive Protection, Emergency Response, Threat Assessment, Emergency Exit Procedures, Advanced CPR/AED Trained, MOAB/OCAT/PATH and Baton Trained, Consistent communication with Law Enforcement.

4) Employee Compensation

As an employer Allied Universal is an industry leader, with benefits that are compliant with the Affordable Care Act, providing opportunities for advancement, awards and recognition programs, and a 401K plan.

Allied Universal has been a long-time industry leader in providing meaningful and affordable employee benefits. There is a direct correlation between providing employee benefits and attracting high-caliber personnel. We also understand that when we take care of our employees, they take better care of our clients.

Our Partners in Employment program enables our security professionals to earn money by referring others for employment. Security professionals are paid upon hire and can receive quarterly bonuses up to one year.

The Company's benefits are fully described in the **Security Professional Employee Handbook** each new hire receives; the following Table of Contents is taken from that manual.

Educational Assistance, Tuition Discount and Scholarship Program

Allied Universal encourages employees to continually increase their knowledge, improve technical skills and prepare for a position for greater responsibility within AUS. To support employees in their professional development, we offer a variety of programs such as:

- **Educational Assistance Program**

Eligible applicants selected for the program receive up to **\$3,000** toward the cost of tuition and qualified related expenses.

- **Tuition Discount Program**

We have partnered with over a dozen colleges and universities around the country to offer our employees meaningful tuition discounts for a wide variety of degree programs.

- **Scholarship Program for Dependents**

Allied Universal encourages the pursuit of higher education for employees and their children as well. To support this endeavor, we award up to ten annual scholarships of up to \$1,000 each.

| | |
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National Employee Handbook - Security Professionals

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Career Development

Allied Universal believes in preparing our employees for a career in security. Our recruiting, hiring, and training programs prepare security professionals for the responsibilities of the site to which they are assigned, but it is the additional company resources provided that create a long term commitment from our team members. We have established a documented retention program that encourages and rewards officers for their tenure with AUS as well as contribute to the continuing education and professional development of individuals through our internal development training or reimbursement of further education.

All AUS Employees assigned to the City of Portland will be eligible to participate in our benefits programs.

NOTE; due to the page limitations we are unable to provide a full list of all our benefits and incentives as its over 20 pages long for our employees, should the City wish to see these programs we will provide that detail upon request.

| MEDICAL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--|---|----------------|--|------------|--|------------|--|--|-------------------------|------------------------------|-----------------|--|------------|--|--|--|--|------------|------|------|------|--|--------|-------|-------|------|--|----------------|---------|---------|------|--|------------------------------------|--|--|--|--|----------------------------------|-----|------------------------------|----------------------|--|------------------|--|--|--|--|--|------------------------------|------------------------------|--|--|------------------|--|--|--|--|--|------------------------------|------------------------------|--|--|-------------|--|--|---|--|
| Health and Welfare Benefits | SEIU 49 Medical Kaiser Permanente Plan E (\$500 Deductible Plan) | Year | Cost of Plan | Employee Share | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 2017 | \$410 | \$60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 2018 | \$440 | \$60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 2019 | \$471 | \$60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | 2020- 2/28/2021 | \$505 | \$60 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Employer Cost | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 2017 | \$350 * | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 2018 | \$380 * | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 2019 | \$411 * | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 2020- 2/28/2021 | \$445 * | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DENTAL (Administered through Cigna) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cigna HMO Dental Plan | | Total Monthly Premium <ul style="list-style-type: none">• Single \$12.32• Two-Party \$21.99• Family \$34.69 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cigna PPO Dental Plan | | Total Monthly Premium <ul style="list-style-type: none">• Single \$24.51• Two-Party \$50.49• Family \$82.70 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table><tr><th></th><th colspan="2">DENTAL PPO</th><th colspan="2">DENTAL HMO</th></tr><tr><th></th><th>Cigna Advantage Network</th><th>PPO Network/ Out-of-Network*</th><th colspan="2">In-Network only</th></tr><tr><td colspan="5">DEDUCTIBLE</td></tr><tr><td>Individual</td><td>\$50</td><td>\$50</td><td colspan="2">None</td></tr><tr><td>Family</td><td>\$150</td><td>\$150</td><td colspan="2">None</td></tr><tr><td>Annual Maximum</td><td>\$1,500</td><td>\$1,000</td><td colspan="2">None</td></tr><tr><td colspan="5">PREVENTIVE & DIAGNOSTIC PROCEDURES</td></tr><tr><td>Oral Exams, Cleanings and X-Rays</td><td>\$0</td><td>You pay 20% after deductible</td><td colspan="2">\$5 Office Visit Fee</td></tr><tr><td colspan="5">BASIC PROCEDURES</td></tr><tr><td>Fillings, Oral Surgery, Periodontics, Endodontics and Anesthesia</td><td>You pay 20% after deductible</td><td>You pay 50% after deductible</td><td colspan="2">Varying copay amounts based on services provided**</td></tr><tr><td colspan="5">MAJOR PROCEDURES</td></tr><tr><td>Restorations, Crowns, Bridges and Dentures</td><td>You pay 50% after deductible</td><td>You pay 50% after deductible</td><td colspan="2">Varying copay amounts based on services provided**</td></tr><tr><td>Orthodontia</td><td>50%, no ortho deductible, \$1,500 lifetime maximum (dependent children under the age of 19 only)</td><td>50%, no ortho deductible, \$1,500 lifetime maximum (dependent children under the age of 19 only)</td><td colspan="2">Children and adults: varying copay amounts based on services provided**</td></tr></table> | | | | | | DENTAL PPO | | DENTAL HMO | | | Cigna Advantage Network | PPO Network/ Out-of-Network* | In-Network only | | DEDUCTIBLE | | | | | Individual | \$50 | \$50 | None | | Family | \$150 | \$150 | None | | Annual Maximum | \$1,500 | \$1,000 | None | | PREVENTIVE & DIAGNOSTIC PROCEDURES | | | | | Oral Exams, Cleanings and X-Rays | \$0 | You pay 20% after deductible | \$5 Office Visit Fee | | BASIC PROCEDURES | | | | | Fillings, Oral Surgery, Periodontics, Endodontics and Anesthesia | You pay 20% after deductible | You pay 50% after deductible | Varying copay amounts based on services provided** | | MAJOR PROCEDURES | | | | | Restorations, Crowns, Bridges and Dentures | You pay 50% after deductible | You pay 50% after deductible | Varying copay amounts based on services provided** | | Orthodontia | 50%, no ortho deductible, \$1,500 lifetime maximum (dependent children under the age of 19 only) | 50%, no ortho deductible, \$1,500 lifetime maximum (dependent children under the age of 19 only) | Children and adults: varying copay amounts based on services provided** | |
| | DENTAL PPO | | DENTAL HMO | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Cigna Advantage Network | PPO Network/ Out-of-Network* | In-Network only | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DEDUCTIBLE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Individual | \$50 | \$50 | None | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Family | \$150 | \$150 | None | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Annual Maximum | \$1,500 | \$1,000 | None | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PREVENTIVE & DIAGNOSTIC PROCEDURES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oral Exams, Cleanings and X-Rays | \$0 | You pay 20% after deductible | \$5 Office Visit Fee | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BASIC PROCEDURES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Fillings, Oral Surgery, Periodontics, Endodontics and Anesthesia | You pay 20% after deductible | You pay 50% after deductible | Varying copay amounts based on services provided** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| MAJOR PROCEDURES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Restorations, Crowns, Bridges and Dentures | You pay 50% after deductible | You pay 50% after deductible | Varying copay amounts based on services provided** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Orthodontia | 50%, no ortho deductible, \$1,500 lifetime maximum (dependent children under the age of 19 only) | 50%, no ortho deductible, \$1,500 lifetime maximum (dependent children under the age of 19 only) | Children and adults: varying copay amounts based on services provided** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| VISION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| VSP Vision Plan (Hourly employees administered through EyeMed. Admin employees through VSP.) | | <ul style="list-style-type: none">• Single \$5.72• Two-Party \$7.75• Family \$13.67 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | <table><tr><th></th><th>IN-NETWORK</th><th>OUT-OF-NETWORK</th></tr><tr><td>Exam</td><td>\$10 copay</td><td>Up to \$45</td></tr><tr><td>Frames</td><td>\$150 allowance; 20% off balance over \$150</td><td>Up to \$70</td></tr><tr><td colspan="3">Lenses</td></tr><tr><td>Single Vision</td><td>\$10 copay</td><td>Up to \$45</td></tr><tr><td>Bifocal</td><td>\$10 copay</td><td>Up to \$65</td></tr><tr><td>Trifocal</td><td>\$10 copay</td><td>Up to \$85</td></tr><tr><td colspan="3">Contact Lenses In lieu of spectacle lenses and frames</td></tr><tr><td>Medically necessary</td><td>Paid in Full</td><td>Up to \$210</td></tr><tr><td>Elective</td><td>\$150 allowance; 15% off balance over \$150</td><td>Up to \$105</td></tr><tr><td colspan="3">Frequency</td></tr><tr><td>Exam, Lenses and Frames</td><td colspan="2">Once every 12 months</td></tr></table> | | IN-NETWORK | OUT-OF-NETWORK | Exam | \$10 copay | Up to \$45 | Frames | \$150 allowance; 20% off balance over \$150 | Up to \$70 | Lenses | | | Single Vision | \$10 copay | Up to \$45 | Bifocal | \$10 copay | Up to \$65 | Trifocal | \$10 copay | Up to \$85 | Contact Lenses In lieu of spectacle lenses and frames | | | Medically necessary | Paid in Full | Up to \$210 | Elective | \$150 allowance; 15% off balance over \$150 | Up to \$105 | Frequency | | | Exam, Lenses and Frames | Once every 12 months | |
|---|--|-----------------|------------------|-------------------|--|-------------|--|-----------------|---|------------|--------|--|--|---------------|------------|------------|---------|------------|------------|----------|------------|------------|--|--|--|---------------------|--------------|-------------|----------|---|-------------|-----------|--|--|-------------------------|----------------------|--|
| | IN-NETWORK | OUT-OF-NETWORK | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Exam | \$10 copay | Up to \$45 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Frames | \$150 allowance; 20% off balance over \$150 | Up to \$70 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lenses | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Single Vision | \$10 copay | Up to \$45 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bifocal | \$10 copay | Up to \$65 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Trifocal | \$10 copay | Up to \$85 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Contact Lenses In lieu of spectacle lenses and frames | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Medically necessary | Paid in Full | Up to \$210 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Elective | \$150 allowance; 15% off balance over \$150 | Up to \$105 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Frequency | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Exam, Lenses and Frames | Once every 12 months | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LIFE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Basic Life and AD&D (Company Provided) | <p>For Security and Service Professionals:</p> <p>Benefits are equal to:</p> <ul style="list-style-type: none">• Basic life insurance: \$10,000• Basic AD&D insurance: \$10,000 <p>*At age 70, benefit reduces to 67% of original amount.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Supplemental Life (Employee Paid) | <table><tr><th>COVERAGE FOR...</th><th>COVERAGE OPTIONS</th></tr><tr><td>You, the employee</td><td>Purchase coverage in \$10,000 increments, not to exceed 5 times your salary or \$500,000, whichever is less*</td></tr><tr><td>Your spouse</td><td>Purchase coverage in \$5,000 increments, not to exceed 50% of your coverage or \$100,000, whichever is less*</td></tr><tr><td>Your child(ren)</td><td>\$5,000 or \$10,000 in coverage</td></tr></table> <p>*At age 70, benefit reduces to 67% of original amount.</p> | COVERAGE FOR... | COVERAGE OPTIONS | You, the employee | Purchase coverage in \$10,000 increments, not to exceed 5 times your salary or \$500,000, whichever is less* | Your spouse | Purchase coverage in \$5,000 increments, not to exceed 50% of your coverage or \$100,000, whichever is less* | Your child(ren) | \$5,000 or \$10,000 in coverage | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| COVERAGE FOR... | COVERAGE OPTIONS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| You, the employee | Purchase coverage in \$10,000 increments, not to exceed 5 times your salary or \$500,000, whichever is less* | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Your spouse | Purchase coverage in \$5,000 increments, not to exceed 50% of your coverage or \$100,000, whichever is less* | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Your child(ren) | \$5,000 or \$10,000 in coverage | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| STD/LTD (Employee Paid) | <p>Short-Term Disability (STD) This plan is voluntary. You pay the full cost of the plan.</p> <ul style="list-style-type: none">• Benefit for employees in CA, NY, NJ, PR, RI and HI: 20% of your weekly earnings, up to \$2,500 per week (you also receive benefits from your state disability plan).• Benefit for employees in all other states: 60% of your weekly earnings, up to \$2,500 per week.• Benefits begin after 14 consecutive days of disability and end after 180 consecutive days of disability. Your disability will be treated as continuous if your disability stops for 30 days or less during the elimination period.• You won't receive a benefit for disabilities caused or significantly contributed to by a pre-existing condition. You won't receive benefits if:<ul style="list-style-type: none">◦ You received medical treatment or were prescribed drugs for the condition in the three months prior to your coverage effective date, and◦ The disability caused by the condition began in the first 12 months after your coverage effective date. <p>Long-Term Disability (LTD) This plan is voluntary. You pay the full cost of the plan.</p> <ul style="list-style-type: none">• Benefit equals 60% of your monthly pre-disability earnings, up to \$14,000 per month.• Coverage begins after you have been disabled for 180 consecutive days.• You won't receive a benefit for disabilities caused or significantly contributed to by a pre-existing condition. You won't receive benefits if:<ul style="list-style-type: none">◦ You received medical treatment or were prescribed drugs for the condition in the 12 months prior to your coverage effective date, and◦ The disability caused by the condition began in the first 24 months after your coverage effective date, unless you've been treatment-free for 12 consecutive months after your coverage effective date. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Hospital Plans (Voluntary) Offered through AFLAC (Employee Paid) | <p>Allied Universal offers three benefits from AFLAC:</p> <p>Hospital Indemnity insurance This plan is voluntary. You pay the full cost of the plan.</p> <ul style="list-style-type: none">• This plan provides a daily benefit for each day you spend in the hospital. <p>This plan is voluntary. You pay the full cost of the plan.</p> <p>Critical Illness insurance This plan is voluntary. You pay the full cost of the plan.</p> <ul style="list-style-type: none">• This plan pays a benefit, up to \$15,000, if you or an enrolled dependent experiences a covered illness, such as heart attack, stroke, Alzheimer's disease or cancer. <p>This plan is voluntary. You pay the full cost of the plan.</p> <p>Accident insurance This plan is voluntary. You pay the full cost of the plan.</p> <ul style="list-style-type: none">• This plan pays a lump sum benefit for accidental injury, such as a fracture, dislocation, or loss of limb, or ambulance and hospital expenses. <p>All of the voluntary supplemental medical insurance plans are portable, meaning you can continue your coverage if you leave Allied Universal.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

SUMMARY OF ADDITIONAL BENEFITS

| PROGRAM | HIGHLIGHTS |
|--------------------------|---|
| Holidays | <ul style="list-style-type: none"> Seven holidays (January 1st, Memorial Day, July 4th, Labor Day, Veteran's Day, Thanksgiving Day, and Christmas Day) |
| Vacation | <ul style="list-style-type: none"> From up to 40 vacation hours for at least 1 year of service, to up to 160 vacation hours with at least 15 years of service |
| Paid Time Off | <ul style="list-style-type: none"> Regularly scheduled full time employees with one (1) year seniority shall be granted two (2) paid days off per year; with three (3) years seniority shall be granted three (3) paid days off per year . |
| Sick Leave | <ul style="list-style-type: none"> Employees accrue sick leave at the rate of 1 hours of Sick Leave for every 30 hours worked, and may use Sick Leave in increments of 1 hour or more. |
| Bereavement Leave | <ul style="list-style-type: none"> In the event of a death of the employee's immediate family, leave shall be granted up to four (4) days. |
| Leave of Absence | <ul style="list-style-type: none"> Employee may request an unpaid personal or emergency leave of absence of up to thirty (30) days if they have been employed for at least one (1) year. |

A high-level description of various benefits offered by the Company follow.

Allied Universal Benefits



Medical Insurance

Medical plans offered to all benefit-eligible employees through payroll deduction and/or client contribution. Benefits offered pursuant to our eligibility requirements/policy. Detailed information regarding coverage and premium costs is available. Estimates in this proposals are based on proposed and evolving regulations, plan structure and estimated participation.



Dental & Vision Insurance

Quality dental insurance and Vision Service Plan offered to all benefit-eligible employees..



Disability, Life & Accident Insurance

- Benefit-eligible employees have the ability to participate in a Disability Insurance Plan.
- Basic life insurance offered to benefit-eligible employees at no charge. Additional, supplemental life insurance and AD&D is available to employees at a competitive rate.
- Accident insurance through MetLife offered to benefit-eligible employees.



Paycard

Employees have option to receive their pay through direct deposit or a cash paycard (where permitted by law). Paycards allow immediate access to wages without incurring check cashing fees.



Educational Assistance, Tuition Discount & Scholarship Program

Educational assistance – eligible applicants selected for the program are provided up to \$3,000 toward the cost of tuition and qualified related expenses. Tuition discount – we have partnered with over a dozen colleges/universities to offer tuition discounts (e.g., DeVry University, The George Washington University, Liberty University, Ashford University). Scholarship program – up to ten annual scholarships of up to \$1,000 are awarded to the children of our employees.



Commuter Benefits Program

Transit and parking funds deductible via payroll (pre-tax basis) offered to benefit-eligible employees..



Anniversary Bonus Program

Available to all employees who completed one year of continuous service. Amount based on each full year of service completed; paid on employee's anniversary date. Security professionals can still arrange to take unpaid time off, but our experience has shown that money in hand is preferred to time off. This Bonus offers our valued employees greater flexibility, while also serving as an incentive for employees to stay therefore improving overall retention.



401(k)

Employees eligible to enroll anytime following six months of full-time employment.



Holidays

Security personnel receive time-and-a-half pay when working these holidays: New Year's Day, President's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day.



Employee Assistance Program & Legal Services

An employee assistance program and legal service is available to employees.



PerkSpot

Fringe benefits available exclusively to our employees for personal use (e.g., discounts on fitness memberships, cellular phone plans, retail merchandise and credit union access).

NOTE Allied Universal reserves the right to change, amend or terminate the benefits programs and its options at any time.

6e. Project Team

A. Key Personnel

AUS's management model provides for centralized management, liaison, and communications with City and designated senior managers. Due to the size and complexity of running a City program we have chosen a highly qualified AUS Account Manager to have a dedicated responsibilities of the operations of the program under Edward Childress, General Manager's leadership. Our Account Manager is a proven leader who is committed to effective organizational leadership. She is charged with the overall responsibility for the effective management of the AUS/City security team and has authority to ensure the effective management of this program, including the ability to deploy any Allied Universal resources deemed necessary with General Managements approval and support.

The foundations of our management approach to this program are recruitment and deployment of the best trained security professionals, managed by key performance indicators through the use of our proprietary technologies which ensure accountability and close communication with the City staff to address needs and concerns in a timely manner. Our Account Manager would be supported in these efforts by our dedicated recruiters, trainers, field supervisors, and administrative staff in our Portland branch office.

With more than 1,100 employees in the Portland area, City can be assured that reliable and extensive resources are available in support of this project.

Allied Universal is a national company that understands the importance of quick response to customer needs. This response must be a function of local and immediate attention from individuals empowered to make decisions and take direction. The result is a flat, decentralized management structure that provides City with direct and immediate access to senior management.

Benefits to CITY include:

- Quick decision making
- Local market knowledge
- Hands-on management at a senior level
- Participation by senior management in site-level team-building activities
- Immediate access to top Allied Universal management

| Position Title | Staff Name | General Responsibilities |
|--------------------------------|----------------------|--|
| Regional/Branch Support | | |
| Regional President | Mike Smidt | Executive support and leadership for Northwest Region. |
| Senior Regional Vice President | Nick Orlik | Executive support and leadership for Portland and Seattle Region. Supports all operators and admin in his respective region |
| General Manager Portland | Edward Childress | Management oversight of all Branch functions and support centers for Portland and the primary operations support and enforcement for The City |
| Operations Manager | Ashley Dale | Supports Tri-Met with staffing, hiring, and training. |
| Human Resources Coordinator | Farzaneh Khoramshahi | Uniforms, New Hire Orientation, Guard Card Training, employment documents. |
| Local Area Trainer | Mike Iwiki | Ensuring all The City Security staff is trained per the requirement of the RFP, also is responsible for the record keeping of all certifications and compliance. |
| | | |
| Staffing Specialist | Alyssa Loggins | Sources and identifies candidates. Conducts phone and first in person interviews. |

| | | |
|---|----------------------|---|
| Field Manager | Shane Harris | After hours and weekend “in-field” management. Will support the Field Supervision teams for Tri-Met with training and branch support. |
| Northwest Government Services Contract & Compliance | Allison Lukanich | Contract Negotiation/Support and Compliance. Regional Support for The City Security program |
| | | |
| VP of Government Services | Charles Bohnenberger | National Support of all government programs, and a subject matter expert for City. Charles supports Robert and his City teams. |
| Center of Excellence Portland | | |
| Human Resource Manager | Shanda Means | Oversees Human Resource Coordinators, interfaces with Union representatives, and oversees all Grievances and employment issues. |
| Regional Trainer | Al Velasco | Oversees local area trainers to ensure compliance and training to industry, State and Federal standards. Will support Mike with the City with all their training requirement’s |
| Regional Recruiting Manager | Kacie Teague | Directs/Supports and manages the Staffing Specialist. Position is responsible for driving applicants to the branch. |
| On Location Management and Supervision | | |
| Dedicated The City Account Manager | Salvador Fuentes | Accountable for day-to-day operations, including hiring, training, disciplining and terminating staff. Develop & retain staff; coordinate needed support services and solve problems to effectively run the account. Meet or exceed financial & operational goals. Maintains or oversees maintenance of weekly operating schedules and completion of payroll for assigned security personnel. Provides after-hour emergency response as required. |
| Assistant Account Manager | TBD | Supervises front line staff. Enforces contracts standards. Assists with the timekeeping administration. |
| Field Training Manager | Mike Iwicki | The Professional Security Officer is the heart of Allied Universal Services. The Professional Security Officer is responsible for the safety and security of the facilities they protect. |

Proposed Program Manager is Salvador Fuentes who has been with AUS for 3 years and has over 12 years in the industry

Salvadors Past Positions

- ✓ Client Manager, Allied Universal, Portland, OR, 2018-2019
- ✓ Operations Manager, Allied Universal, Portland, OR, 2017-2018
- ✓ Armed Security Lieutenant, Allied Universal, Boeing of Portland, OR 2016-2017
- ✓ Hospital Police Officer, Oregon Health and Science University, Portland, OR 2015-2016
- ✓ Campus Police Officer/Clackamas County Special Deputy, Clackamas, OR 2014-2015
- ✓ Reserve Police Officer, City of Troutdale, OR, 2009-2001, 2014-2015
- ✓ Security Officer, Allied Universal, Genentech, Hillsboro, OR 2013-2015
- ✓ Police Officer, City of Salem, OR, 2011-2012
- ✓ Downtown Armed Security Bike Patrol, Securitas, Portland, OR, 2008-2011

Salvadors Experience

- ✓ Maintains Client Relations with 50+ clients, bookkeeping and maintaining precise financials, contract negotiations with Clients, sales of new contracts and specials, and manages Operations/Patrol division which include 67 jobs, 15 patrol sites, 8,500 hours and 250 officers.
- ✓ Managed 67 jobs, included 8,500 hours and 250 officers. Job duties include payroll, coaching and counseling, developing new sites, develop new leaders, and assist with Human Resource issues as needed.

- ✓ Supervision at Boeing Portland Account, enforce Boeing protocols around facility, trained new personnel on procedures, inspected inbound vehicles, and training.
- ✓ Related experience in law enforcement, to include patrol policing, hospital policing, and campus policing.

Certifications & Awards

- ✓ Supervisory Manager, Oregon Department of Public Safety, 2017 - Present
- ✓ Genentech Security Officer of the Year award, 2014
- ✓ Basic Police Academy, Oregon Department of Public Safety, 2011
- ✓ Good Samaritan award, Trauma Intervention Program, 2010
- ✓ Defensive Tactics award, Clackamas County Reserve Police Academy 2009
- ✓ Reserve Police Academy, Clackamas County, 2009
- ✓ Armed Security certificate, Oregon Department of Public Safety, 2009
- ✓ Numerous other law enforcement-specific training and certifications

Industry Associations

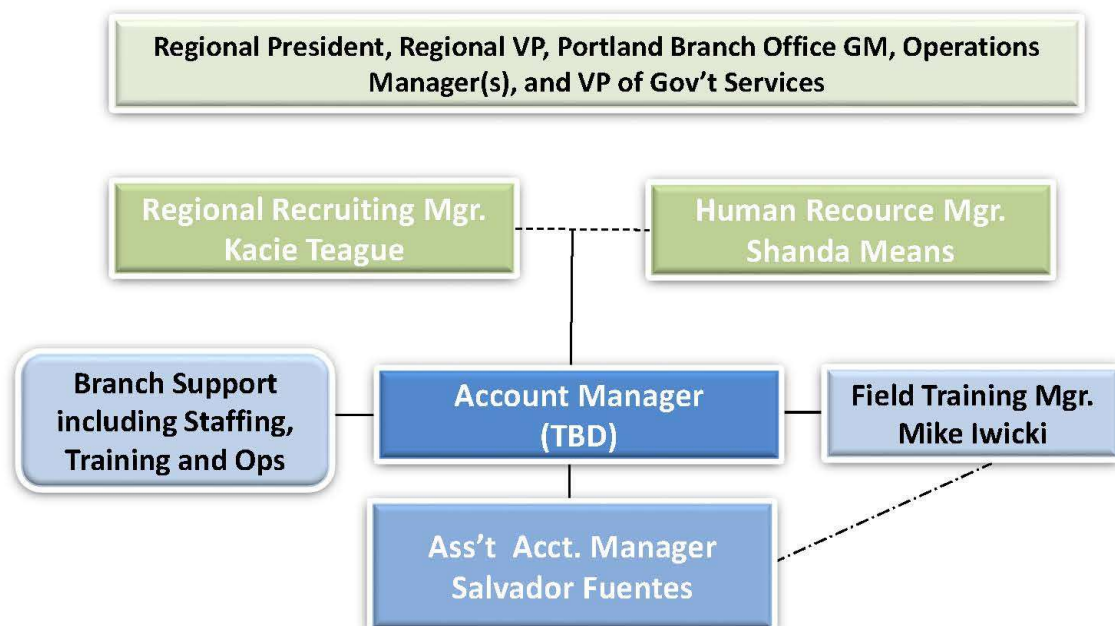
- ☐ ASIS, 2019 - Present
- ☐ Builders Owners and Managers Association, 2018 - Present

Education

- ☐ Associate in Applied Science and Criminal Justice, Portland Community College, OR, 2008

B. Organizational Chart

Provide an organizational chart with an explanation of lines of authority and responsibility. The proposal must include a statement regarding how the contractor's firm is prepared to respond promptly to incidents while on duty, respond to unexpected events (i.e. protests, etc), accommodate requested program changes, and the firm's process to make recommendations to the City to improve overall security in the assigned buildings and locations.



C. Sub-Contractors, Joint Ventures or other Partnership Relationships (Attachment 4 – M/W/ESB Participation Disclosure Form 1)

Identify any sub-contractor(s), joint ventures or other partnership relationships established for this project in which the Proposer plans to use for performance of the contract. (Subcontractors may make arrangements with more than one proposer.) Proposers shall complete the D/M/W/ESB PARTICIPATION DISCLOSURE FORM 1 provided herein as Attachment 4. If the Proposer will not be hiring subcontractors for this work, write "NONE" on the form.

CITY OF PORTLAND M/W/ESB PARTICIPATION DISCLOSURE FORM 1

This Request for Proposal requires submission by the Proposer of the following information and presented on this M/W/ESB PARTICIPATION DISCLOSURE FORM 1. Proposers must disclose the following information:

Please print all information clearly.

Proposer Name: Universal Protection Service, LP, dba Allied Universal Security Services Proposer's Total Cost: \$ 4,481,894.00
 Project Name: Professional Security Officer Services RFP Number: 000001162
 Contact Name: Allison Lukanich Phone: 916-943-5228 Email: allison.lukanich@aus.com

| | | |
|---|--|-----|
| Percentage of total contract amount allocated to Oregon certified M/W/ESB participation | (Proposer & subcontractors added together) | 0 % |
|---|--|-----|

| PROPOSER INFORMATION (Please Print) | M/W/ESB | SCOPE / TYPE OF WORK | SELF- PERFORMING AMOUNT |
|---|----------|--|-------------------------------|
| Firm Legal Name: <u>Universal Protection Service LP</u> Email: <u>allison.lukanich@aus.com</u> Phone #: <u>916.943.5228 cell</u> Fax#: <u>allison.lukanich@aus.com</u> FED ID OR EIN # (No SS#): <u>33-0973846</u> | NA/Prime | Unarmed/Armed Security Services for the City of Portland | \$ 4,481,894.00 |
| SUBCONTRACTOR INFORMATION (Please Print) | M/W/ESB | SCOPE / TYPE OF WORK | SUBCONTRACT AMOUNT |
| Firm Legal Name: Email: Phone #: Fax#: FED ID OR EIN # (No SS#): | | | \$ |
| Firm Legal Name: Email: Phone #: Fax#: FED ID OR EIN # (No SS#): | | | \$ |
| Firm Legal Name: Email: Phone #: Fax#: FED ID OR EIN # (No SS#): | | | \$ |
| NOTE: 1) The Proposer and all subcontractors must be listed on this form. Leave M/W/ESB column blank if firm is not confirmed as currently certified through the State of Oregon Office of Minority, Women, and Emerging Small Business: http://egov.oregon.gov/DCBS/OMWESB/index.shtml . 2) If the Proposer will not be using any subcontractors, please indicate "NONE" in the Subcontractor Information section of this form. 3) Do not enter Social Security numbers on this form. | | | |

6.f Project Approach and Understanding

The Proposer's approach, understanding of the project, proposed strategy, and ability to operate in the best interest of the City's taxpayers are important aspects of this RFP process. Throughout the entire response provided for this section, the Proposer should clearly identify how their approach and understanding will provide efficient, effective security guard services for the buildings and locations identified in this solicitation with a high level of customer service to City staff, and the public. The Proposer should provide a clear and concise description of this project, specifically identify and clarify any major issues based upon existing information as follows:

A. Overall Project Management Approach, Objectives, and Techniques

Provide a detailed description of your firm's approach to overall management and integration of all activities required by the scope of work and work requirement, including the management objectives and techniques that demonstrate how the work requirements will be met for:

i. General Service Requirements

AUS will fully support all the requirements of the contract, scope of work as required by City with a dedicated staff to fulfill all of requirements. Our first approach to staffing City's security program will be the evaluation of the current security professionals who meet both City's and AUS' high standards. We recognize the value that institutional knowledge brings; therefore, our program will initially focus on the retention of as many of the qualified incumbent staff as possible. However, we have extensive sourcing experience, especially within the government space that we will leverage to ensure all positions are 100% staffed and that an experienced pipeline of evaluated candidates is available. That includes making available transfer and promotion opportunities from among our existing City base. It has been our experience that a thorough evaluation of the incumbent staff is critical to ensure the right caliber of individual is assigned to the contract. While this often results in a higher turnover from the incumbent staff, it is critical that the right individuals are assigned.

We will take a three-pronged approach to meeting the staffing requirements for the security team members as outlined below. We will work in close coordination with the City leadership to meet security and safety objectives.

- ✓ **Incumbent Retention** - We will work with the leadership team at City to analyze the qualifications of the incumbent security personnel who wish to remain on the new contract. For new positions we will then screen this select group of personnel to ensure they meet the same vigorous background screening standards set forth by AUS Hiring standards as well as the City's RFP requirements, and continue to ensure that all security licenses are up-to-date.
- ✓ **Internal Recruiting** - Our second approach is to staff this contract with some of our top security personnel who are looking for new career opportunities or career advancement opportunities.
- ✓ **External Recruiting** - We will recruit and screen the best candidates using our proven recruitment expertise to advertise, recruit, and screen the top applicants to fill the staffing profile developed concurrently with the Agencies as indicated by a number of suitable personnel that we have proactively identified as potential candidates

Our Portland branch office lead by Edward Childress will be the home of the support team behind the employees and managers providing your security. Support staff and management will have specific knowledge of your security program and market, and will oversee strategy, hiring, training, scheduling, supervision and administration. Branch office managers, recruiters, trainers and support staff also assist with:

- Promptly filling extra coverage requests
- Coordinating and activating emergency response plans
- Ordering, fitting and distributing uniforms

- Quality Assurance including off-hour inspections
- Onboarding new employees
- Training and human resource inquiries

Allied Universal's approach to the City security services program will be similar in nature to the highly successful footprint that Allied Universal has made at across the nation at other City agencies. The approach, organization of responsibility, management, and supervision of employees has been highly successful and we intend to deliver on this promise through:

- Our **Local Support Structure**, in place to manage the administration behind the security program, leaving your team to focus on what is important: The security of City facilities.
- Our **Proposed Program Structure** will complement our local support team to ensure your security manager has the tools in place to be a true leader of security for the City contract security program.
- Our **Understanding of the City Scope of Work Requirements** will us to design a program for your immediate needs as well as understanding possible future needs of your program.
- Bringing **Allied Universal's City program standards** to City will provide the structure and process City requires for a successful security program, ensuring your teams are abreast of changes in the industry and trained beyond your expectations

Minimizing Staff Shortage, Special Duty (Overtime), and Vacancies

As we've stated elsewhere in this proposal, planning is at the core of successful program management. Our first step to minimize staffing shortages is to properly set wages and compensation at the right level, while planning for future changes in the labor market, based in various data sources (Competitor Pay Data, US Bureau of Labor Statistics, Economic Indicators such as Consumer Price Index, and Similar Programs locally). We believe our compensation package is appropriate for the tasks and considers future growth and market forces.

Another step we take is to cross train additional officers, who meet or exceed City's requirements, to ensure additional staff are available to support the program for planned or unplanned staffing needs. In this case, we will train an additional 20% of our officers who will be able to service City in an emergency or planned Special Duty. These officers will also be used to provide vacation coverage, which allows for their regular rotation into the schedule so they can remain proficient in City duties and procedures.

Unplanned vacancies (call-offs, sick calls, no-shows) are handled in a variety of ways. The first step is our notification system. All officers must report in upon arrival for duty. We utilize Team Time, a robust staffing management tool, that tracks and records officer reporting. When ready for duty, officers call into the Service Assurance Center, reporting for duty and their presence is recorded. If an officer does not report in, the post is contacted and the Security Professional on duty is asked for information and instructed to remain on post until properly relieved. Account Management is then notified of the call-off or no-show and a Supervisor is deployed. Simultaneously, managers look for a replacement assignment – utilizing EHub, which shows all available officers who meet the criteria for the post. Similar to an Uber app, EHub instantly notifies officers of the available post, and they make their availability know simply by clicking on the app. Managers can then determine the qualification status, the hours that individual worked to prevent over-scheduling or unnecessary overtime, Once approved, the officer is deployed to the location.

Emergency Response

Allied Universal has a strong track record of providing sufficient staff in the event of emergencies and elevated alert stages. In 2017, when hurricanes ravaged Texas, Florida, Puerto Rico and the US Virgin Islands, Allied

Universal mobilized nearly 1000 Security Professionals, deploying them to support government and commercial clients alike. These trained professionals were equipped with provisions and gear enabling them to serve in the most severe conditions. We procured transportation, deploying all-terrain vehicles, 4x4's, helicopters and boats to get our people to where our clients needed them. In fact, we supported two City industry clients specifically during these storms; Houston Metro and the BrightLine Heavy Rail in Miami Florida. Metro was in the midst of evacuating the city, and trying to preserve their bus fleet through relocation out of the storm surge. Many Allied Universal employees' homes were under threat, and our replacement officers took posts to support Metro throughout the storm and recover period. In Florida, we had not yet begun service for Brightline when they called asking us to start early in preparation for the storm. We provided trained officers within 72 hours and assumed posts before the storm hit. We were able to navigate the myriad hurdles of State travel restrictions, limited provisions and lack of power to secure Brightline.

Allied Universal has significant experience in emergency response planning and execution in coordination with Federal, State and local agencies to include the US Department of Homeland Security, the US Secret Service, FEMA, US Customs and Border Patrol, multiple State Police organizations and municipal police departments such as the District of Columbia, and the cities of New York, Atlanta, Philadelphia, Baltimore, Memphis, Tampa, Dallas, Phoenix, San Diego, Salt Lake City, Los Angeles, and countless others as part of our daily course of operations.. From natural disasters to civil unrest and acts of terrorism, Allied Universal's security professionals have been in the fray and such planning and drills are a routine part of many of our security programs.

Allied Universal considers planning for emergency situations to be a core function of any security program we undertake. We also know that any effective plan requires close coordination with law enforcement and first responders. We train our managers and officers in Emergency Response protocols and communications in order to be effective partners with law enforcement and responder agencies.

As part of the City's process, Allied Universal's City's team will coordinate with City staff to incorporate all existing emergency response and HAZMAT plans into post orders, training and operating procedures. Allied Universal management, with the permission of and in coordination with City, will make contact with the responsible jurisdictions emergency response agencies (all of which we have already close, working relationships) to inform them of our acquisition of the contract and coordinate with them to ensure chains of command, communications regimes, and other plans are updated accordingly. Our City's process accounts for this type of planning and coordination and is discussed further as part of our City's plan procedures.

Allied Universal knows that our services cannot be a "one solution fits all" approach. Each client has their own unique requirements and challenges that a security company must be able to recognize and adjust their processes to meet or solve with success. Security professionals receive initial, on-the-job, and advance training, all available 24 hours a day, seven days a week on the Allied Universal |EDGE, the Company's learning management system.

All Allied Universal security professionals are trained to be prepared for the unexpected. Safety training prepares security professionals for fire safety and workplace violence prevention. Topics include detecting and preventing fires, vandalism, and theft. We describe below how fixed posts and roving patrols collectively contribute to the overall security envelope of the City's personnel and resources.

- **Detection** is achieved by alert, well-trained Allied Universal security personnel. Once on post each security professional adheres to his/her post limits and applies appropriate access control procedures at all times. Where required by post assignment, the security professional examines building/site passes and other sources of identification to be sure they are acceptable at his/her post. Allied Universal personnel at access control posts are familiar with—and frequently check—the names and photos of persons who appear on lookout memoranda (e.g., entry prohibited notices/lists), and maintain a mental picture to detect such persons attempting to pass through their post area. Security professionals check the

memoranda when confronted with uncooperative individuals, persons who appear to be using invalid passes, and those "visitors" who are refused an escort by employees.

- **Prevention** of unauthorized access or behavior is also accomplished by the visible, physical presence of members of the Allied Universal security force. Uniformed officers at fixed and roving posts control the authorized movement of employees and visitors while deterring the unauthorized entry of persons in prohibited areas. The use of locks, advanced security technology systems, and appropriate warning notices add to the deterrent effect of the security professional. For example, signs announcing restricted and controlled areas establish clear parameters for entry (e.g., boundaries, authorizations, sanctions). Electronic sensors, monitoring equipment and alarms function as invisible guards, often in remote locations. CCTV and other monitoring devices may give advance warning of an attempt by indicating premeditated activities, but alarm systems can only report an attempt in progress. Foot patrols are essential for responding to activated security systems. Patrols also serve to prevent unauthorized access when they make their rounds on an unscheduled basis, thus adding to their deterrent value because of the unpredictability of their presence at a given location.

ii. Officer Qualifications, Certifications and Training

All security professionals assigned to the City's contract will meet all minimum qualifications, certifications, and required training, as stipulated in the contract. We describe later in the proposal how the Company recruits, screens, and trains its security professional employees.

iii. Contractor's Staffing Responsibilities

Any contract that provides a service with professional personnel can encounter difficulties in both the startup and the long-term achievement of objectives. Allied Universal has tremendous experience Cityioning and servicing both large and small security programs; we have encountered a great deal of challenges and incorporated solutions into our service model. Following are a few scenarios we expect to be faced with on the City's project and the actions Allied Universal will take:

Retaining Incumbent Personnel

Upon initial onset of a contract, the goal is to Cityion as many incumbent personnel to the new contract in order to retain institutional knowledge. As the new service provider, we would start the hiring and training process for all positions that will not be filled by current officers. In addition to planning to fill positions, Allied Universal will over hire, bringing on more applicants than actual positions available. The additional resources would be employed as flex officers on the project or eventually assigned to other contracts, a benefit of a large presence in the Portland market. The reason for the over hires allows for us to protect against several potential issues:

- **Turnover:** Even officers that intend to Cityion to a new service company may not arrive for work the day of the new contract. Some service providers offer these officers new positions within the organization

before losing a contract and the new service provider is not properly notified. We will be ready for this contingency.

- **Screening:** It is not uncommon for officers currently working on a contract to not have their backgrounds checked for some time. Hiring them to Allied Universal and conducting new backgrounds sometimes leads to new information being discovered that disqualifies the officers from employment.
- **Attrition:** Many officers will Cityion to a new service provider but may not live up to our high service standards and the first few months could see larger turnover than normally anticipated.

Local Training in Portland

Our training team is local to the Portland branch and full time Allied Universal employees--not subcontractors. Our training staff is able to be flexible and conduct training as needed, even if only for one person.

Officer Scheduling

With multiple sites, training requirements and scopes of work, the complexity creates potential issues.

- No call/no shows: officers not arriving to shift.
- Officers assigned to post without proper background training
- Posts not scheduled to be filled

Our process and technology solutions provide a check and balance on many of the naturally occurring issues to eliminate them as a source of difficulty.

PostWatch for Call-Offs

As previously stated, the Company will use an automated time keeping platform, PostWatch™, to manage timely attendance of security professionals for the City security program. PostWatch starts with accurate and up-to-date schedules in WinTeam. Security professionals are required to dial into an automated system using a toll-free number from seven (7) minutes prior to start time of shift until seven (7) minutes after start time to 'clock-in'. Biometric readers are also used at certain locations.

If the system does not receive a call within the 14-minute time fame, an operations manager or the project manager will be immediately notified to reconcile failure to clock in, or, if necessary, immediately dispatch a qualified replacement security professional. If the assigned manager does not respond, the call is forwarded to the Company's 24/7/365 Service Assurance Center, and the call will be escalated to the next level manager.

Post Watch



Uninterrupted Coverage
Managers quickly notified if a security professional has not arrived on time and if a qualified replacement can be identified and dispatched.



Streamlined Administrative Tasks
To ensure you receive the best possible service.



Improved Payroll and Invoicing
With the elimination of paper timesheets.



Program Improvements
As a result of quality measurements, reporting and trend analysis.



Readily Available Support
Our Support Center manages and monitors Allied Universal/Post Watch 24 hours a day, 365 days a year.

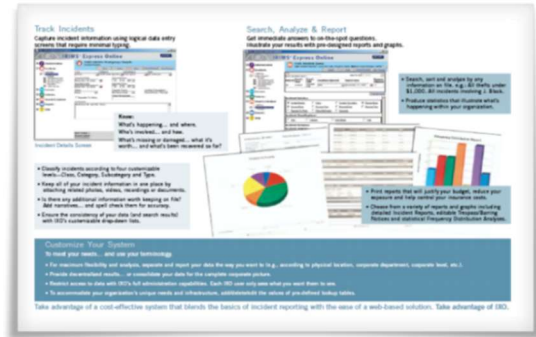
WinTeam for scheduling

WinTeam, the Company's fully integrated payroll, billing and scheduling system, automates and enhances our core business functions and allows us to create customized reporting for our clients. WinTeam provides shift

personnel schedules; warnings on overtime and scheduling conflicts; performance criteria; personnel information; streamlined payroll and billing for accurate and timely data, and; detailed reports.

Compliance Tracking

Compliance tracking through the Allied Universal **EDGE** allows training completion to be accurately recorded and reported. Likewise, **eHub** includes a compliance module that captures training records and is accessible to the City in real time by smartphone or computer. The compliance tracker monitors and enforces requirements by service location and post. This ensures the employees assigned always meet contract requirements.



iv. Specific Work Responsibilities

The information provided in each security officer's Post Orders contains general, post, and specific orders for each facility and site. Security force members will be tested through inspections to ensure they are 100 percent knowledgeable of their assigned post duties, and review their Post Orders at the beginning of their shift for updates or changes.

The security force receives random "no-notice" assessments by field supervisors and operations management on their knowledge of their post assignment and their Post Orders. Deficiencies are documented during these assessments, incorporated into the Quality Control process, and brought to the attention of the training manager, compliance manager, and Quality Assurance manager. The operations manager is responsible for correcting deficiencies in officer knowledge of Post Orders and modifying recurrent training curricula or daily post checks with supervisory personnel.

• Fixed Posts

All fixed posts are manned at all times during the contract-required post coverage hours by trained and qualified personnel. At no time is an open post tolerated, unless a special and unusual emergency situation requires diversion of personnel from fixed posts. During these rare instances, only instructions from supervisors or management allow the diversion of personnel from any fixed post.

• Roving Posts

Adhering to post orders and delivering professional services goes hand-in-hand with performing all duties at your facilities, including those of the security roving post, when required. Allied Universal understands the necessity of highly visible (mobile) positions and the importance placed on observing and reporting. Our security professionals are encouraged to be proactive—to identify potential deficiencies/problems and take action to mitigate a possible crisis. We accompany (escort) personnel, when requested; and report inoperative equipment, items in need of repair, and maintenance problems, as well as security and safety issues. Allied Universal's on-going (refresher) training emphasizes the professionalism expected and trust required of our security professionals.

• Building Rules and Regulations

Our security staff will be familiar with each site's rules and regulations. Prior to initial assignment, each security professional is certified as being knowledgeable of the physical layout of the facilities and applicable rules and regulations. Furthermore, as part of the certification process, our security professionals demonstrate proficiency in executing procedures associated with those rules and regulations as well as their specific duties. Security officer certification is entered into our "WinTeam" scheduling system for tracking the currency of each officer's credentials.

- **Lost and Found**

Allied Universal will have established documented procedures for items that are lost and found. All items delivered to security personnel or found by security professionals are reported/annotated/disposed of in accordance with client protocol. Every effort is made to return the item(s) to the rightful owner. In any event, the Daily Operational Log will be annotated and an Incident Report completed and forwarded to the appropriate contact not later than the next working morning.

- **Access Control**

The management team ensures the security professionals understand all Post Orders for the facility(ies) to which they are assigned, in particular, those addressing entrance and exit control of personnel and property.

If currently in place, badge policy is strictly adhered to in all cases. Unbadged personnel entering access controlled areas of the facilities will be challenged, their authorization verified, and, if necessary, an escort will be acquired prior to being allowed entry. Security professionals will be knowledgeable of their post's respective facility and provide directions and assistance to visitors in a polite and courteous fashion at all times.

v. Contractor's Reports and Records

Upon hiring, all security professional receive training regarding the importance of creating and maintaining reports. Although protocols might change depending on different guard tour systems and client requirements, all security professionals are trained how to write reports and maintain recordkeeping

Samples of various available reports are described later in the proposal, in response to **item vii, Reporting and Communication Requirements.**

vi. Equipment and Uniforms

The City's uniformed security professional should harmonize with the requirements of his or her position. A neatly uniformed, well-groomed security professional commands respect and authority and helps to project a professional image for the City. A security team who understands the importance of a neat and professional appearance and sets the highest industry standards for uniforms, accessories and personal grooming requirements will benefit your security program. The security professional is the first person your visitor's come in contact with. They are a direct reflection of the City and an ambassador for it. We select security professionals who take pride in their appearance each and every day.

Our Assurance

The Company's program for uniform and appearance starts when the security professional is hired. What differentiates our uniform and appearance program is the attention to detail and commitment to ensuring a professional look. This three-step process includes:

- Personnel who issue uniforms are trained to measure for proper fit
- Security professionals are trained and provided tips on how to wear the uniform properly
- Inspection programs ensure that security professionals are dressed correctly and when uniform pieces need replacement, action is taken in a timely manner

Grooming

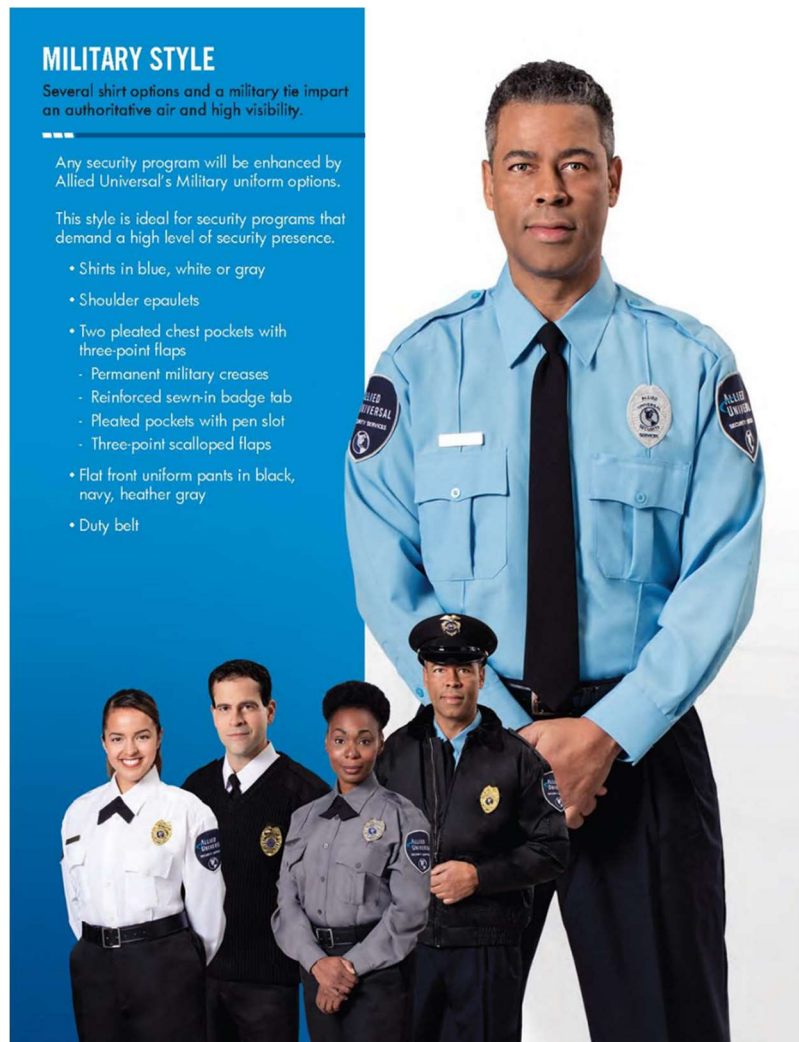
Personal grooming and hygiene are every bit as important as the proper uniform. Each security professional understands the importance of his or her position, the need for a positive attitude, good appearance and hygiene. Our standards include guidelines on hair, facial hair, personal grooming and jewelry. We know that

our security professionals' appearance can be a direct reflection of the City. With the right accessories, we're confident you'll find the perfect look and style for achieving your facility's desired security image.

Military Uniforms

Our professional, comfortable and Our long lasting military uniform is professional looking and comfortable. The City's security program demands a high level of visibility and an authoritative security presence to help deter crime. The components of the military uniform include:

- White Military style shirt
- Military style pants
- Military style hat
- Light and heavy jackets, as required
- Ties
- Security professional utility belts
- Standard breast badges
- Other specialty uniforms as required by location (e.g., BDUs, when preferred by the City)



MILITARY STYLE

Several shirt options and a military tie impart an authoritative air and high visibility.

Any security program will be enhanced by Allied Universal's Military uniform options.

This style is ideal for security programs that demand a high level of security presence.

- Shirts in blue, white or gray
- Shoulder epaulets
- Two pleated chest pockets with three-point flaps
 - Permanent military creases
 - Reinforced sewn-in badge tab
 - Pleated pockets with pen slot
 - Three-point scalloped flaps
- Flat front uniform pants in black, navy, heather gray
- Duty belt

vii. Reporting and Communication Requirements

CyCop-NextGen Intelligence Tool for Security Professionals

This web- and GPS-based technology is an advanced patrol and reporting program that transforms the traditional reporting process into a paperless, real-time solution. It gives clients the latest accurate data about their property, assets, and security professionals.



Key Features

Information Management

- Compatible with multiple smartphones, tablets, laptops or desktop computers
- SaaS model program stores records for instant access through customer portal

Security Guard Tour Tracking and Supervision

- Offers real-time information on personnel locations
- Includes color-coded checkpoint history of time, place and tour activity
- Alerts security professionals of required tasks and escalates problems in real time to supervisors



Automated Incident and Daily Activity Reporting

- Delivers reports securely to management
- Accommodates digital photos
- Archive reports for later use

Interactive Post Orders and Online Training

- Access course materials for each property
- Tailor test criteria as needed

Incident Heat Mapping and Security Asset Allocation

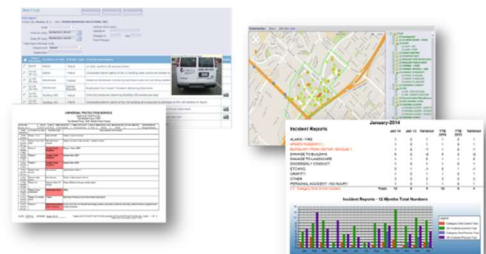
- Display incident location data graphically
- Overlay visual depictions of assets and security equipment for forecasting

Key Benefits

- Specifically tailored to your site
- Web-based monitoring of security professionals 24/7
- Critical incident notification and escalated alerts for immediate resolution
- Environment friendly-uses green technology
- Cost efficient and easy to deploy

Reporting

The information you need is easily accessed through your tailored web portal and available when you need it. Flexible reports allow CyCop to be a part of nearly all reporting needs within your security program. Standard activity reports are delivered before 9:00 a.m. on a daily basis, and incident reports are delivered immediately to all specified managers.



Security Professionals Alert on Post

Through CyCop, Allied Universal is able to require a security professional to respond to an alert via a CyCop enabled device. If the security professional does not respond immediately, or a roving security professional becomes inactive (no movement by GPS/barcode), or the security professional's cell phone is turned off, an operations manager or the project manager will immediately be notified of the missed alert and call to resolve the inactivity. If the security professional does not respond or cannot be found, a roving field supervisor will be immediately dispatched to the site.






Sample CyCop Daily Log

DAILY LOG
Save & Back
Save
Delete

Print Report
 Written By: Site: **INC.**
 Shift:
 Time On Duty: 06/06/2011 09:57
 Time Off Duty: 06/06/2011 18:00
 Total Hours Worked: 8.05
 Assignment: Select
 Supervisor:

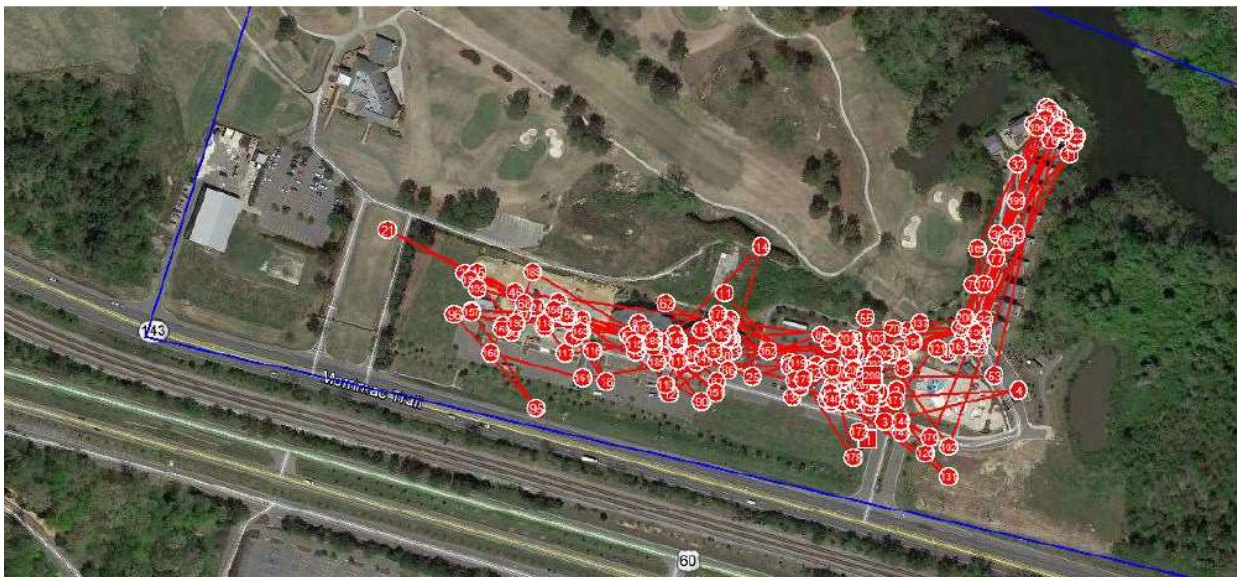
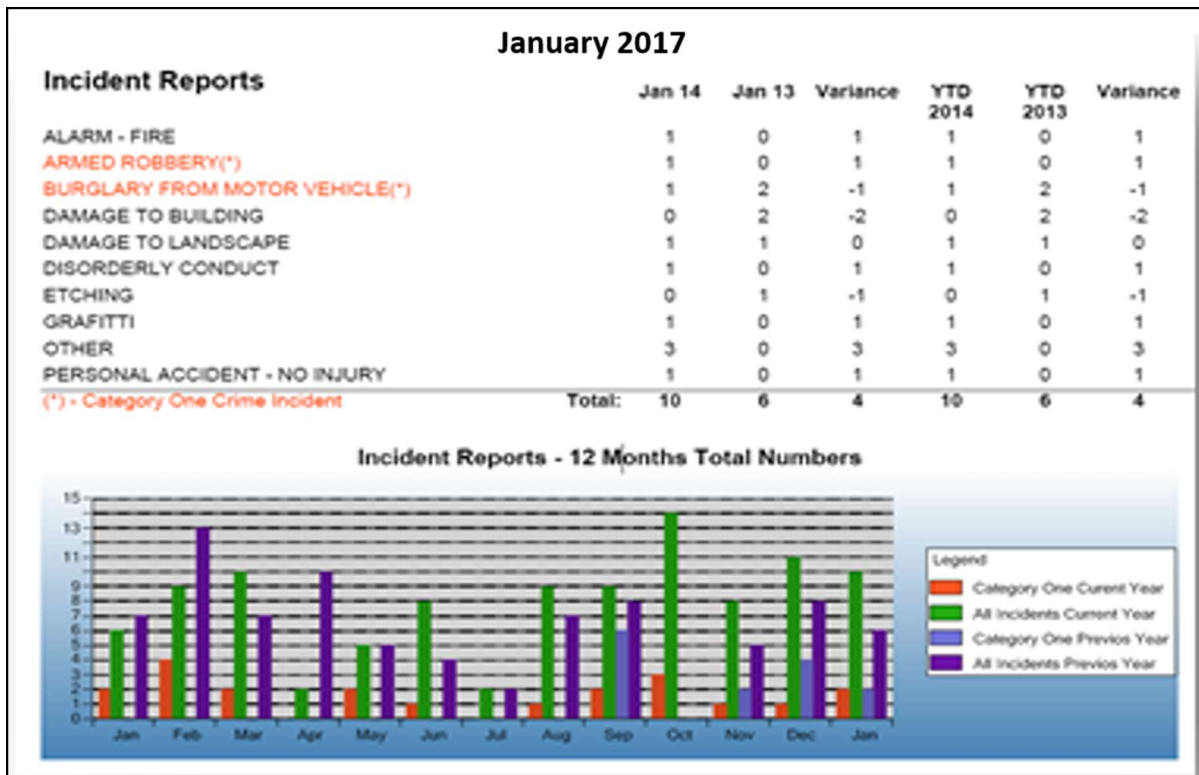
Vehicle Information
 Vehicle #:
 Mileage In: Out:
 Total Mileage:

| <input type="checkbox"/> | Time/ Duration | Location on Site | Activity Type | Activity Description | Media |
|--------------------------|-------------------|-------------------------|--------------------|--|---|
| <input type="checkbox"/> | 09:57 | Canon | -Patrol | on duty; perform all opening duties. | |
| <input type="checkbox"/> | 10:42 45 min. | Canon | -Patrol | Conducted interior patrol of the 11 building class rooms are locked no | |
| <input type="checkbox"/> | 11:05 30 min. | Warehouse | -Posted | Posted at warehouse monitoring activities trucks are not being loaded | |
| <input type="checkbox"/> | 11:30 30 min. | Warehouse | Special Request | Employees from Copier Transport delivering shipments. | |
| <input type="checkbox"/> | 12:30 10 min. | Building 150 | -Patrol | ComLock employee observing Building 150/warehouse area |  |
| <input type="checkbox"/> | 12:43 45 min. | Building 150 | -Patrol | Conducted exterior patrol of the 150 building all is secured no damages to the 150 building to report. | |
| <input type="checkbox"/> | 13:44 10 min. | Interior Parking Lot | -Patrol | Genius Signs disposing wires and cables into trash enclosure next to former Parts Dept. |  |
| <input type="checkbox"/> | 14:04 30 min. | Building 110 | Alarm Response | Kastle called in regards to glass break alarm for the 110 building zone 100-107. |  |
| <input type="checkbox"/> | 14:32 30 min. | Building 110 | -Posted | Posted in front of the 110 building monitoring activities all is secured. | |

Incident Reporting

Accurate incident reporting is essential in emergency situations. A regular review of incident reports from the City's account can also identify security trends that might indicate a need for adjustments. Our security professionals are trained in report writing to ensure accurate, detailed and clear information for incidents such as accidents, personal injuries and criminal activity. The Company maintains a file of incident reports on-site along with a summary report, if necessary.

Sample CyCop Incident Report Sample



The City's security program will benefit from efficient, seamless, consistent processes to manage it. The Company's digital business strategy drives efficiency, communication, collaboration and effectiveness.

eHub

eHub, the Company's secure client portal creates seamless collaboration and information sharing to increase productivity and enhance compliance. eHub is available at no charge and offers many benefits, some described below.



Instant Account Access

- ✓ Always know your payment status
- ✓ Review invoices 24/7/365
- ✓ View past invoices for last 18 months
- ✓ Print, save or export invoices
- ✓ View billing/payment information by time/location
- ✓ Access to past data for planning/budgeting
- ✓ Save paper and reduce waste

Personnel Scheduling Made Easy

- ✓ View regular posts, extra and scheduled coverage, export and print schedules
- ✓ Real-time knowledge of which security professionals are scheduled on-site
- ✓ See your coverage levels at any time
- ✓ Review turnover and compliance information, as well as employee rosters

Hundreds of clients at thousands of locations use eHub.

All of the information you need at your fingertips.

Ordering Made Easy

- ✓ Request temporary or additional coverage, any time of day
- ✓ Receive order confirmation and see order status
- ✓ Your Allied Universal manager is automatically notified

Quality Assurance

- ✓ Sort and search for specific security inspections in real-time
- ✓ View photos, notes and quality scores within each inspection

Compliance

Training records tracked in real-time to ensure security professionals are trained appropriately and in compliance with your need.

Allied Universal Security Personnel Access

When employees have the information they need, they can be 100% focused on your security.



- Review schedules
- Update personnel contact information
- Read job/site specific information

- Access pay stubs
- View pay stubs and schedules on smartphones with eHub app

viii. Fair Wage Policy

AUS is a signatory to the Collective Bargaining Agreement and always ensure our security professionals are given the top wages to ensure the quality candidate the City and all our customers need.

B. Employee Training Plan

Provide a sample copy of your Employee Training Plan for the officers and staff who might be involved in the performance of the contract.

| <u>City of Portlands Training Plan</u> | Frequency | Staffing Plan |
|--|---|---|
| Security Officer 1 & 2 Certification (SO1) | All courses are offered on an ongoing basis | All officers hired for operations on the The City program will undergo SO1 training. Upon successful completion of SO1, officer will complete a comprehensive exam. |
| Customer Service & White Glove Customer Service First Aid, CRP and AED (includes tourniquet training, emergency bandage practices) OCAT Training & Baton Training Verbal Defense & Influence® (Verbal Judo) Verbal Judo Cultural Diversity & Awareness Customer Relations Management, Exceptional Customer Care & Communications Dealing with Aggressive Behavior & Managing Conflict & Difficult People or Situations PATH® Handcuffing & Arrest Control Techniques PPBT Police Baton Training & Self Defense Report Writing & importance of Documentation Professionalism in your Uniform & Appearance and Wellness Orientation to Seattle Operations Team, and The City Account Interagency Awareness and Relations, AUS The City Hierarchy, Roles & Responsibilities, Introduction to Security Units Introduction to Industrial Security Patrol & Patrol Techniques Search Techniques Radio Communications (Two-Way) & Telephone Communications Crisis Response, including Harassment, Critical Response, Ready Response, Introduction to Workplace Violence, Emergency Management, Civil Disturbances & Hostage Situations, General Response Procedures Basic Investigations, Note Taking and Report Writing Introduction to Terrorism Awareness: Counterterrorism Training, Bomb Threats, Indicators of Terrorist Surveillance, Insider Threat Awareness ADA & Service Animal Policies and Training Employee Relations Introduction to Contract Security, Legal Aspects of Private Security, Introduction to Safety, Personal Safety Sexual/Workplace Harassment Heat Illness training | | |

| | | |
|---|---------------------------------------|--|
| Crime scene & Evidence preservation New Hire Paperwork | As Required | |
| Supervisors & Rovers | Initial & Quarterly & As Needed | |
| Driver Training, Vehicle Overview, Driving in Various Weather Conditions | | |
| Patrol Techniques & Observation | | |
| Intro to The City Patrol, including addresses, locations and geography of the The City System | | |
| Accident Response | | |
| CPR Classes | | |
| Incident investigation | | |
| Active Shooter | | |
| Customer Service & White Glove Customer Service | | |
| Armed (FEO) | Quarterly & As Needed | Officers that complete SO1 will be eligible for training as Tier 1 officer. |
| Customer Service & White Glove Customer Service | | |
| Introduction to Fare Enforcement Policy & Legal Standards | | |
| Working with Law Enforcement | | |
| Cultural Awareness & Diversity Training | | |
| Recognizing and responding to persons in crisis | | |
| Radio Techniques/LEO radio procedures | | |
| Platform and Alignment Training: | | |
| CPR Classes | | |
| Radio Training & Dispatch Communications | | |
| Court Room Testimony | | |
| Managing Aggressive Behavior | | |
| OCAT Training & Baton Training | | |
| Terrorism indicators, Bomb Threats, Counterterrorism Training, Terrorism Surveillance | | |
| On the Rail - Hands on Training | | |
| Other equipment & technology training | | |
| Tier II & I | Quarterly & As Needed | This is required as part of SO1, MPO, and FEO training. Officers that undergo this field training will be tested and evaluated on their performance prior to deployment. |
| Supervisor Essentials | | |
| Field Training Program | | |
| Use of Force | | |
| Suspicious activity reporting | | |
| Daily activity log | | |
| Officer Safety | | |
| Understanding Law Enforcement response procedures | | |
| | 1 | |
| | 2 | |
| | 4 | |

| | | | |
|---|----|----------------------------------|--|
| Managing conflict | 1 | | |
| Report writing & Note Taking | 2 | | |
| Personal Safety techniques | 2 | | |
| Terrorism indicators | 6 | | |
| Emergency Management | 4 | | |
| Additional Training as needed by The City | 40 | Quarterly & As Needed | All officers that will be working as a Security Operations Center Operator will undergo this training prior to deployment. |
| MOAB-(managing aggressive behavior) | 8 | | |
| CPR Classes | 8 | | |
| | 3 | | |
| Interacting with the Homeless | | | |
| Video Surveillance | 6 | | |
| Understanding SOC standard operating procedures | 6 | | |
| Cardiopulmonary Resuscitation | 5 | | |
| Active Shooter | 4 | | |
| Annual Refresher Training | 40 | Annually | All officers will undergo the annual refresher training. |
| Sexual & Workplace Harassment | 2 | | |
| Heat Illness | 1 | | |
| First Aid/CPR | 6 | | |
| Slip, Trip & Fall | 2 | | |
| Defensive Tactics | 4 | | |
| Basic Rail Safety | 4 | | |
| Customer Service | 6 | | |
| Report Writing | 1 | | |
| Active Shooter | 6 | | |
| Terrorism Indicators: Bomb Threats, Counterterrorism Training, Terrorism Surveillance | 5 | | |
| Personal Safety | 1 | | |
| Cultural Awareness & Diversity Training | 1 | | |
| Employee Relations | 1 | | |
| Follow On/ In Service Training | 16 | Available continuously, ongoing. | This Follow On/ In Service Training is available to all officers that pass the SO1 course. |
| Advanced Report Writing Methods | 1 | | |
| Customer Interaction & Conflict Management | 3 | | |
| Advanced Patrol Techniques | 3 | | |
| Basic Crime Prevention & Safety | 2 | | |
| Advanced Incident investigation | 3 | | |
| Advanced Counterterrorism Measures: Terrorism Awareness | 4 | | |

Virtually every measure of security professional quality can ultimately be tied back to learning and development. The City's security program can only succeed if the security teams that support you are trained, knowledgeable and prepared. As the industry's training leader, Allied Universal believes security professionals should not just be prepared for a job, but a career. **We are committed to providing the City with the security industry's most highly trained and prepared security professionals, supervisors, and managers.**

Allied Universal Institute is the umbrella under which all formal training and development opportunities exist. Training is tailored for specific roles:

- **Allied Universal Security Professional Training:** There are five phases of security professional onboarding and development.

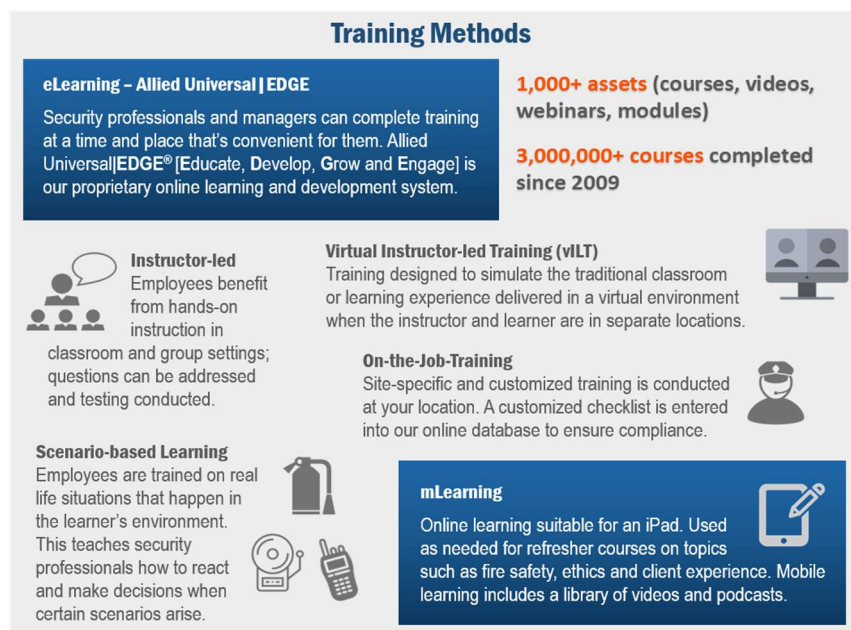
1. **New Employee Orientation**
2. **On-the-Job-Training Post Certification**
3. **Core Training**
4. **Quarterly Site Training**
5. **Vertical Market Training**



There are specific timeframes for completing each phase, as well as testing guidelines to ensure comprehension. Training modules are also available for **Supervisor, Management, and Leadership** training.

Methods of Training

Better-trained security professionals and managers not only help minimize risk and maximize safety, but ultimately provide a higher return on your investment. Allied Universal offers a variety of training options to ensure your security team has access to the information they need, when and how they need it. After each training program is delivered, knowledge is tested to ensure security professional comprehension. You have peace of mind knowing that security professionals are well-trained and prepared to exceed your expectations.



Compliance Tracking

Compliance tracking through the Company's enterprise-wide learning management system, Allied Universal|EDGE, allows training to be accurately recorded and reported on. **EHub**, the Company's secure client portal, includes a compliance module that captures training records and is accessible in real time by smartphones or computers. These systems enable trainers and managers to track security professional progress through initial,

specialty and refresher training, verify compliance, and discuss training status per security officer you at any time. The compliance tracker monitors requirements by service location and post, as well as any state or local regulations. This ensures employees assigned to the City contract—including temporary employees—always meet job requirements.

New Employee Orientation

New Employee Orientation (NEO) is Phase One of Security Professional Onboarding and Development. NEO is a three-hour interactive training program designed to help position our employees for a successful career with Allied Universal. NEO builds confidence and pride in each employee's personal and Company brand.



On-the-Job Training (OJT) Post Certification

One of the most important parts of the security professional's onboarding is OJT Post Certification. A worksite's policies, procedures and post orders are best learned at the work site.

OJT is site-specific and customized to City buildings and specific to each facility and post. This training is guided by a checklist which is entered into our online database providing a checkpoint to track completion.

| OJT Post Certification Training – Sample Topics | | | |
|---|---|---|--|
| <ul style="list-style-type: none"> Access Control Bomb Threats CPR/First Aid/AED Electrical Emergencies Equipment Removal Procedures | <ul style="list-style-type: none"> Fire Alarm Response ID Checks Key Control Mechanical Emergencies Media Relations Medical Emergencies | <ul style="list-style-type: none"> Opening/Closing Procedures Parking & Enforcement Parking Lot Security Patrol Techniques Post Responsibilities Report Writing | <ul style="list-style-type: none"> Report Writing Terrorism Awareness Use of Telephones Vehicle Assistance Water Leaks Weather Emergencies |

Core Training

Core Training, Phase Three of the Security Professional and Development process, consists of 20 lessons, each with an exam that must be successfully passed (score of 80% or higher). Core Training must be completed within six months of hire; compliance is tracked through our online compliance management system, **WinTeam**.

| Core Training | | |
|---|---|--|
| <ul style="list-style-type: none"> • Introduction to Contract Security • Legal Aspects of Private Security • Note Taking and Report Writing • Importance of Documentation • Patrol and Observation • Liability and Loss Prevention • Post Orders | <ul style="list-style-type: none"> • Appearance and Wellness • Exceptional Customer Care • Difficult People or Situations • Introduction to Safety • Personal Safety • First Aid, CPR and AED • Harassment | <ul style="list-style-type: none"> • Workplace Violence • Emergency Management • Indicators of Terrorist Surveillance • Video Surveillance • Bomb Threats • Media Management |

CPR/First Aid/AED Certifications

Allied Universal offers CPR, First Aid and Automated External Defibrillation (AED) training. Many of our full-time trainers are certified instructors for First Aid/CPR/AED. Training can be conducted in a variety of ways including at a local office pre-assignment, using an outside certifying agency, or by trainers onsite. We ensure that trained employees receive the appropriate certificates and track certification anniversary dates in our online compliance system.

Customer Service

Allied Universal places a high priority on customer service and we understand that it is a critical component of any security program. Some additional ways for employees to improve their customer service skills include:

- **Customer Service Lightning Lessons:** These lessons provide employees with customer service essentials including success stories.
- **White Glove Customer Service:** This course covers the tools necessary to provide a higher level of customer service and better manage perception to create an excellent impression and communicate effectively.

Ongoing and Refresher Training

The key to effective learning and long-term performance excellence is the reinforcement of initial training by way of an effective, structured process. Per annual City requirements, we can provide refresher training on a variety of courses. Local and branch management and regional training staff continually deliver a number of company-wide training modules as well as programs customized to meet market- or client-specific needs. Allied Universal managers will work with you to select training appropriate for the security professionals at your facility helping to ensure that ongoing training is a priority. Training topics include:

| Ongoing & Refresher Training | | | |
|---|--|--|--|
| <ul style="list-style-type: none"> • Fire Alarms • Access Control • Bomb Threats | <ul style="list-style-type: none"> • Medical Emergencies • Broken Windows • Patrol • Water Leaks | <ul style="list-style-type: none"> • Suspicious Persons/ Disturbances • Water Leaks • Power Outages | <ul style="list-style-type: none"> • Customer Service • Safety Awareness • Elevator Entrapments |

Allied Universal security professionals have many opportunities to further their career and expand their knowledge through various training.

Safety Training

Safety training is of paramount importance to any security program. Allied Universal monitors emerging safety topics and introduces them into our evolving training programs.

| Safety Training | | |
|--|--|--|
| Fire Safety Professional | Safety Professional Specialist | Workplace Violence Prevention |
| <ul style="list-style-type: none"> • Detecting and preventing fires • Classes of fire • Reacting to fires • Fire extinguishers • Avoiding injuries • Hazardous materials | <ul style="list-style-type: none"> • Injury and illness prevention • Management commitment and safety regulations • Incident reporting and investigation • Job Safety Analysis (JSA) • Hazard communication • OSHA inspections | <ul style="list-style-type: none"> • Workplace violence overview • Warning signs • Prevention • Bullying • Domestic partner violence • Active shooter • Regaining your ground • Leadership's role in workplace violence prevention |

Safety and security work hand-in-hand and a range of safety training means our security professionals can champion safety initiatives, helping to ensure a safety conscious work environment.

Active Shooter Training

Active Shooter training comes in many forms, booth online and in person. Trainers will work with each site to ensure that posted security professionals understand how to respond to an active shooter incident, ensuring that all policies are in place as they relate to the Company's Use of Force policy.

Firearms Training

The Company's Universal firearms training is customized to meet Federal, state and municipal laws and regulations and our clients' security staffing needs, but generally ranges from 20-40 hours, covering these and similar topics:

- Use of firearms
- Ethical and moral considerations of weapons use
- Liability for acts while armed
- Use of deadly force/the Force Continuum
- Search, seizure and arrest procedures while armed
- Firearms safety and maintenance
- Fundamentals of Non-Lethal Weapons use
- Qualification (Range practice, One day fire, Minimum qualification course typically of 50 rounds, minimum passing score 70 - 80 percent)
- Successful completion of written examination with a minimum passing score

Use of Non-Lethal Force Training

Security professionals are trained to exercise only that level of force necessary to de-escalate an incident and safely achieve control. Whenever feasible, verbal commands should be given before resort to physical compliance techniques or the use of O.C. spray, a baton, or stun device. The level of force necessary to safely achieve control will be proportionate with the level of resistance confronted. Armed security professionals are authorized and taught to exercise non-lethal force under the following conditions:

- To protect themselves or a third party from serious physical harm should the subject not be controlled.
- When making lawful arrests or overcoming resistance to such arrests.
- When in self-defense, or defense of another against unlawful violence to his/her person.
- Where they have been trained to do so in accordance with relevant state, county, or municipal regulations governing non-lethal weapon

Armed security professionals must be mindful that if prudent given the circumstances, disengagement in favor of calling law enforcement authorities is always an option to the application of force.

C. City Project Tasks and Responsibilities

As part of the Proposer's response, the Proposer shall provide a complete, detailed listing of project tasks and responsibilities that the Proposer believes only the City can perform. Such responsibilities may include, but shall not be limited to: work, tasks, access to City facilities or the City data and transmission network, issuance of permits, gaining approval, and providing test witnesses. The resulting information will be considered a part of the Offeror's Project Approach and Understanding and scored therewith.

D. Additional Services

Identify optional or additional service(s) that could be provided by the proposer but not requested under this RFP.

The security industry is constantly evolving. Allied Universal is on the cutting edge of technology; we possess numerous innovations that allow us to evolve with the market and in some cases, be the driving force that causes that evolution.

Autonomous Data Machines (ADM's or Robots)

Strategically deployed modern robotic devices enable security departments to force multiply traditional physical security with innovative patrolling, deterrence, forensics and communications. Allied Universal partners with robotic security companies to provide solutions that lower risk, boost productivity and enhance safety.

These solutions apply machine learning and artificial intelligence to data and analytics to improve situational awareness of security teams with intuitive, browser-based user interfaces.



The ADMs, or robots, are designed to perform day-to-day security functions within a geo-fenced area and excel at monotonous, computationally heavy and sometimes dangerous work. They are a force multiplier by adding effectiveness and efficiency to the traditional security officer program.



Knightscope ADMs

Knightscope's K3 (indoor unit) and K5 (outdoor unit) are designed to autonomously roam a geo-fenced area utilizing numerous sensors and lasers to navigate around people, vehicles and objects in dynamic settings. The ADMs employ autonomous motion and self-driving technologies that allow them to patrol a facility to monitor, record, detect and alert anomalies or situational threats.

Key Features

- 24/7 monitoring & real-time alert systems

- 360° video & audio recording
- Live streaming high definition video
- Thermal imaging
- People detection
- Temperature & fire safety/Emergency response
- License plate recognition, parking lot monitoring & utilization
- Traffic pattern analysis
- Two-Way intercom
- Live & pre-recorded audio broadcast
- RFID technology for mustering
- Mobile & Wi-Fi signal detection

Robotic Assistance Devices (RAD)

Robotic Assistance Devices' (RAD) SCOT™ (Security Control and Observation Tower) and SCOT™ Wally add situational awareness with innovative patrolling, deterrence, forensics and communications. RAD solutions lower risk, boost productivity and enhance safety with sophisticated security capabilities that increase efficiency of security operations and enable security staff to focus on more strategic initiatives.

The RAD SCOT™ is a self-sufficient observation tower designed to expand an organization's security reach instantly. RAD's unique Power System allows SCOT to be quickly placed virtually anywhere for short- or long-term deployments with zero investment/planning in any supporting infrastructure. It also:

- Boosts the protection of any critical infrastructure site where the end user needs more control over an expansive area. Example applications: Vehicle/manned gates, perimeters, difficult-to-staff locations
- Provides an inexpensive way to bolster security and add force multipliers without the infrastructure or investment of traditional guarding
- Offers technological capabilities and customizable alerts make it the perfect security solution for high-trafficked facilities.
- Features credential validation capabilities for employee and visitor access control. Example applications: parking and entrance areas
- Works in vehicles, and visitor and employee entrances, as well as interior/perimeter areas



RAD's SCOT™ Wally offers most of the SCOT tower capabilities in a smaller solution. The SCOT Wally is a wall-mounted security interface with visibility up to 110 degrees that is easy to install and deploys RAD's innovative artificial intelligence-powered technologies to enhance an organization's situational awareness, communication and control. SCOT Wally takes full advantage of the RAD software suite and includes all of the features of RAD's original SCOT, with a few differences; making it the perfect security solution for areas where increased visibility is needed at a fraction of the cost.

Monitoring and Response Center

Allied Universal combines the monitoring of physical security systems such as access control, video surveillance, and intrusion detection devices with the operational security platforms including critical incident management. These services, based in the Allied Universal **Monitoring and Response Center (MaRC)**, provide a cost-effective approach for all of your surveillance and response needs.



Leveraging video analytics with real-time, event-based monitoring our security intervention specialists, the MaRC provides customized solutions that are scalable, reliable and efficient. Remote Video Monitoring solutions improve security operations through enhanced services, deter theft, and mitigate the criminal element. We offer 24/7 monitoring and management of your access control systems through our hosted or managed solutions. We can design, build, and operate your on premise GSOC or you can outsource this function to us through our MaRC. We have the program to meet your security operation center needs.

E. Additional Information

The main purpose of the proposal preparation instructions is to ensure the firm's proposal addresses the areas of interest identified in the Scope of Work and provides for evaluation based upon the information included herein. Information to be included within this section includes:

F. Training and Supervision

- i. Describe your company's hiring and screening procedures.
- ii. Describe your company's recruitment philosophy and program.

Recruiting

Security professional quality begins even before we identify a candidate for a position on the City contract. Our dedicated recruiters identify only top quality candidates. In today's employment climate, it becomes even more important that the Company leverages its depth of resources and human capital talent to find individuals that meet the highest standards. Better recruiting translates into:

- "Best-fit" personnel for your environment
- Higher employee satisfaction
- Higher quality of performance
- High-quality, screened candidates
- Higher employee retention

The vast number of available recruiting resources used, along with the Company's reputation for being a great place to work, directly contributes to the **more than 1 million candidates** in our hiring pipeline. A large number of applicants means that we can select the right candidates for your security program. And, we have the resources to identify the best-suited individuals—quickly and efficiently.

To ensure high quality employees that are the right fit and have the right skills for your facilities, Allied Universal uses an automated, highly customized Applicant Tracking System, Allied Universal | GatewaySM.

Our easy-to-use, digital platform features:

Advanced Filtering

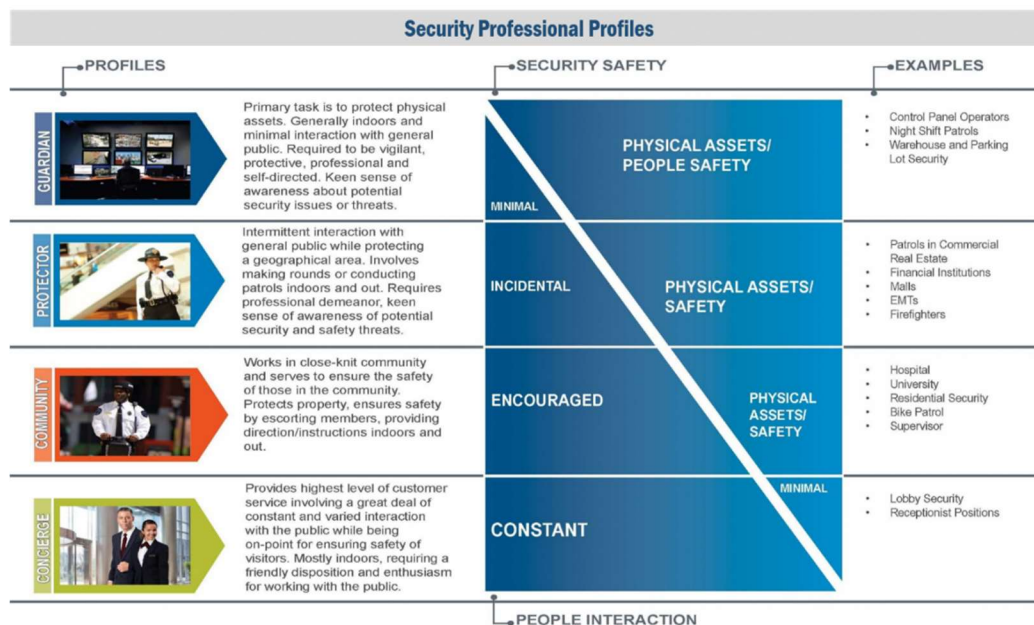
Paperless Processes

Transparency

Integration

One of the true differentiators in our recruiting process is the extra step that we take during the application stage. **In addition to completing our standard application information, candidates also answer questions related to their preferences for type of work environment.** These preferences correspond with profiles developed by an industrial psychologist, which allow for successful personnel to position matching.

The Guardian, Protector, Community and Concierge profiles are based on the level of people interaction, physical asset protection and safety awareness that each position requires. At Allied Universal, we are not looking to fill a position with just any candidate. We go the extra mile to dig deeper to find the right person for you. When our employees are well matched to the position requirements, they stay longer in their position, will be better engaged in their day-to-day responsibilities, and provide better service for you. Our ultimate recruiting goal is to find the best qualified candidate for each and every post. This translates into improved security professional quality and better results.



Allied Universal only hires 5% of all applicants. Our proven recruitment process allows us to identify the security professionals you need, when you need them.

The standard minimum Company screening process presented below will be customized to ensure all applicants meet City contract requirements contractual requirements.

Allied Universal's Screening Process



Application Review & Assessment

Careful analysis focuses on employment history and stability, and on experience/qualifications specific to the job opening.



Interviews

Initial interview assesses punctuality and appearance and clarifies points of the candidate's application. Multiple interviews may be conducted. Candidate progressing beyond this level attend our orientation program.



Electronic I-9 and E-Verify

Employment verification is completed to present proof of citizenship or authorized alien status. All potential employees are processed through E-Verify, the government's employment eligibility system.



Management Testing

May involve the Thomas Personal Profile Analysis, The Kenexa Manager assessment or The Kenexa Leadership assessment, depending on the position. These help assess candidates' management abilities, drive, maturity and people skills, and evaluate whether they are a good fit.



Social Security Trace

Social Security checks run on each candidate to verify identify and history of addresses. The latter is used to assure all associated addresses are considered when determining states and countries to be included in the criminal background check process.



Criminal Background Checks

Prior to being posted, each employee undergoes a criminal records check, unless already checked as part of license/credential process by State. Where required, fingerprints are taken and submitted to the appropriate law enforcement agency for a detailed background investigation. Statewide criminal checks are also conducted when required.



National Sex Offender Registry (except CA and NV where such checks can only be done in accordance with state law)

This step searches the Federal Department of Justice, which includes real time listings of registered sex offenders. By searching the DOJ, the most complete and current report is available.



Pre-employment Drug Testing

Oral ten-panel drug tests are completed at orientation. Lab testing is available for hair follicle and alcohol testing at an additional charge.



Motor Vehicle Report

Security professionals designated to drive a vehicle are subject to Motor Vehicle Report checks and on-site training before they can operate a vehicle.



Security Professional Integrity/Honesty Testing

Reid Test offered, at a discounted rate, for security professional integrity/honesty testing. This evaluates attitudes and behaviors associated with high levels of integrity and productive work habits.



Education & Employment Verification

Can be completed for an additional charge.

Armed Recruitment and Screening

Allied Universal provides the highest quality security professionals (both armed and unarmed), experienced management and award-winning training to implement a comprehensive security program. For more than 60

years Allied Universal has been providing armed security professional services across the United States. We currently employ more than **5,200 armed** professionals.

All armed security professionals must meet Allied Universal's strict hiring, background, and security professional training standards. Additionally, armed security professionals are required to meet, or exceed, all federal, state and local laws and regulations with respect to firearms and less-than-lethal weapons licensing, training and qualification.

Armed Personnel Recruitment

Applicant must:

- Be 21 years of age
- Be a citizen of the United States and/or legally authorized to work in the U.S.
- Have high school diploma or GED
- Not suffer from any mental or physical infirmity which would prevent the safe handling and operation of a handgun
- Provide a valid driver's license and have access to transportation
- Have no disqualifying criminal convictions applicable to state licensing regulations, the Federal Gun Control Act of 1968 which bars misdemeanor crimes of domestic violence

Allied Universal's recruitment is targeted at, but not limited to, individuals with a background in or experience as:

- **Military/Military Police**
- **Police/Peace Officers**
- **Corrections Officers**

Armed Personnel Screening

- Comprehensive Review of Completed Application
- Initial Interview to assess timeliness, appearance, communication skills and personality
- Social Security Check
- Criminal Background Check
- A fingerprint-based national check through a State Identification Bureau and the FBI Integrated Automated Fingerprint Identification System where permitted by state code or regulation
- A name-based statewide and/or county criminal history records search
- County by county searches are conducted based on:
 - Residences or names which are discovered through a Credit Check or Social Security Number Check
 - The location of listed residences
- Both felony and misdemeanors are searched
- Conviction and (where permitted by state law) pending prosecution searched

iii. Describe the scope and content of your training program. What are the credentials of your training instructors?

Please refer back to the Company's response to **RFP item B, Employee Training Plan.**

(RESPONSE FOR LOCAL TRAINING INSTRUCTOR)

iv. Describe any additional employee development and support programs.

Educational Assistance, Tuition Discount and Scholarship Program

Allied Universal encourages employees to continually increase their knowledge, improve their technical skills, and prepare themselves for a position with greater responsibility and career advancement. To support employees in their professional development, we offer a variety of education-based programs to include:

• **Educational Assistance Program**

Eligible applicants selected for the program receive up to **\$3,000** toward the cost of tuition and qualified related expenses.



• **Tuition Discount Program**

Allied Universal has partnered with more than a dozen colleges and universities nationwide to offer our employees meaningful tuition discounts for a wide variety of degree programs.



• **Scholarship Program for Dependents**

Allied Universal encourages the pursuit of higher education for employees and their children as well. To support this endeavor, the Company annually awards up to **10** scholarships of up to **\$1,000** each.



v. Describe how supervision will be handled. What will be your approach to providing supervision of your field personnel?


The Company prepares individuals for leadership roles through advanced management training, summarized below.

Allied Universal Supervisory and Management Training

Supervisor Training

Readies first-time supervisors for their leadership roles and helps them to engage our security professionals to effectively meet your needs.


- Introduction to Allied Universal
- Role of the Supervisor
- Allied Universal's Training Process
- Employee Relations for Supervisors
- Report Writing for Supervisors
- Coaching & Counseling
- Progressive & Attendance Discipline



Leadership Training

Engaging our high potential managers through this type of learning allows them to develop strong leadership skills, embrace the Allied Universal culture, establish rewarding careers and better serve your needs.

- Thinking Strategically
- Generating Innovative Ideas
- Making Tough Decisions
- Motivating Employees
- Using Different Coaching Styles




Management Training

Business and security topics; goal of shaping proficient managers with smart business sense.

- Allied Universal Business Overview
- Training Programs & Processes
- Finance & Value Management
- Employee Benefits & HR Procedures
- Selecting Talent & Talent Management
- Payroll & Invoicing Best Practices

- Customer Relations Management
- Recruiting & Retention
- Employee Relations, Coaching/ Counseling & EEO
- Progressive & Attendance Discipline
- Security Management Essentials



Account Management Model

A dedicated City account manager will be an empowered Company decision-makers who understand the needs of the City's various sites and facilities. An account manager develops Company employees daily. They are the individuals who take the lead on program management and concern resolution to create a seamless security program between the City and Allied Universal.

With more than 60 years of security industry experience, including supporting a national network of human resources, training, recruiting, technology and strategic sourcing, we consider our local management teams to be a critical internal client, and we make their client's needs a priority. We set high standards for service; standards that are maintained through continuous, effective supervision and management. The proposal we have provided highlights all members of our local and regional leadership team and the role they will play in delivering services to the City, including management of our summarized Quality Assurance Program.

vi. Identify the name(s) and qualifications of the individual(s) who will be providing supervision.

Please refer to the Key Personnel Section

vii. Provide a sample copy of your Employee Training Plan for the officers and staff who might be involved in security officer services.

A Training Plan description can be found previously in response to **Section B, Employee Training Plan**.

G. Service Quality Assurance Provisions, including Retention Practices

i. How will you ensure that enough trained employees will be available to provide required coverage?

Retaining Incumbent Staff

Immediately following contract award, Allied Universal will implement a comprehensive staffing strategy to address retention and acquisition of qualified personnel. Assessing and identifying retained staff is a primary task. The incumbent workforce will be invited to open house events at nearby off-site locations providing immediate opportunities to meet Company managers and staff, learn more about the Allied Universal story and provide recruiters with an opportunity to distribute information and collect resumes. A number of events on different days are planned to ensure incumbents have equal opportunity to verify and implement personal retention choices. While every effort will be made to hire the qualified and capable incumbent workforce, the Company will also collect resumes and conduct interviews of qualified candidates internally and locally. After vetting incumbent staff, managers will evaluate remaining positions against resumes and identify the staffing gap, if one exists. First and foremost, the Company will give the incumbent security force the opportunity to be interviewed for employment, predicated on the fact that they meet all current qualifications and security officer qualifications.

Background screening is an essential component in our process for selecting high caliber officers. Initial conversations with current incumbent officers and new applicants provide an opportunity to evaluate demeanor, attitude and customer-service communications skills. Qualified candidates advance to formally interview with our branch recruiters and attend our orientation program.

New Recruits

Our human capital resources already know their local hiring pool first-hand, and will use that information to ensure consistency of hiring qualified guards and delivery of services. The Company has and will continue to spend considerable resources ensuring the availability of the right individual for each and every position, having the right talent at a pay grade matching performance.

The primary objective of each of our branch human resource recruiters at every office is to attract, hire and retain qualified personnel who meet contract task requirements and who can support operational performance metrics. Hiring the right people is vital to successful performance on the contract.

ii. How will you plan for and manage special events?

Special events support can be communicated through the City's account manager, or through use of the Company's client portal, **eHub**, to access online tools to manage security needs.

The Company regularly staffs all types of event requests and successfully handles thousands each year. **Each year, we provide more than 1 million hours of extra coverage to clients nationwide.** With more than 200,000 security professionals and 180 offices, we have the people, resources, procedures and expertise to effectively deliver on all of the City's local security staffing needs. Cross-trained flex and part-time security professionals and managers are ready when you need them.

The level of quality, training and supervision that you'll experience with your permanent Allied Universal team will be consistent with your emergency or temporary staff. Regardless of the length of assignment, you can count on our quality commitments. Every step of the way, we will communicate with you to ensure that the extra coverage request is fulfilled, and services are delivered as promised.

iii. Describe your experience working with police and your philosophy relative to police relations.

iv. Describe your experience working with police and your philosophy relative to police relations.

Allied Universal understands its role – and ensures each employee understands theirs – as it relates to working with law enforcement agencies. We are not the police – we are a force multiplier that provides law enforcement with additional eyes and ears to protect our clients. In some cases, our officers have graduated accredited law enforcement academies, may be armed and empowered to enforce rules and regulations on their posts. But we train them extensively on the limitations of their authority.

We are unique among Contract Security Companies in that we operate a fully sworn Police Department in North Carolina consisting of 80 Police Officers. The laws of that state allow for private companies to run police service agencies for specific clients. Our officers serve as the Police Department for a large college and several gated communities in North Carolina. This Department is run by Police Chief Robert Qualkenbush, who is part of Allied Universal's Government Services Team. In this role, he works closely with Account Management Staff on the proper relationship between us and our law enforcement partners when servicing contracts such as this.

v. What types of daily problems do you anticipate, and how will you handle them?

- Smaller companies lacking experience and human capital resources to successfully Cityion the City's security program may overlooks fully vetting incumbent staff, missing opportunities to hire qualified candidates, and hiring candidates missing one or more qualifications.
- Consistency of service across posts and sites and ensuring everyone on the program is on the same page at all times can prove to be difficult without a Company that has the human capital and management resources to provide the contracted for services.
- Companies without sufficient IT resources or appropriate documented methodologies and processes will increase risk of failing to remain compliant with present and future contract requirements.

Allied Universal has invested in a network of programs that give clients options and avenues to request support, express concern, and offer feedback regarding any daily problems. We provide access to a 24/7/365 service assurance center, a client portal available 24/7, and a strong network of local management personnel to

immediately respond when necessary. The 3 primary components to the Company's daily problem resolution follow:

- I Management Team Support**
- II Customer Connection Program**
- III 24/7 Service Assurance Centers**

I - Management Team Support – 24/7, 365 days per year

At contract commencement, the City will be provided with a detailed matrix of names and phone numbers in addition to an escalation path of all Allied Universal management personnel who are in the program chain of command. Rest assured, you can expect immediate and responsive support starting with your first contact.

Allied Universal's management team is available to issues and concerns 24/7. Should a service issue arise, the Portland branch team will address and rectify the problem directly with the City. The following escalation path is also available:

1. **Account Manager/Local Supervision** – the account manager and supervisors provide the day-to-day supervision of the operations of the account.
2. **Branch Operations Managers** – Our operations managers are professionals with oversight for all security service delivery and related programs for their respective customers.
3. **Branch Operations Managers** - A management level individual with responsibility for areas such as account operations, Quality Assurance and contract compliance on a district basis. Operations managers report to the branch manager, who will serve as the primary point of contact for the City.
4. **Branch Manager** – The branch manager is responsible for the performance measurements of the account, and is empowered to act on behalf of the City to identify and resolve business issues quickly and efficiently.
5. **Regional General Manager** – The regional general manager is committed to the overall successful performance of the entire region. He or she reports directly to the CEO, and is accessible to the branch manager, and acts as an added resource to provide additional direction and support the account.

II – Allied Universal|Voice, Continuous Process Improvement Practices

Allied Universal is committed to continuous improvement based on the City's feedback. Allied Universal|Voice is our innovative, formal voice-of-the-customer program that enhances communication and measures and tracks client satisfaction.

Client Survey/Feedback Process

Tracking the City's experience throughout our relationship and earning your loyalty are key objectives. By collecting and responding to client and employee feedback, Allied Universal continuously evolves to meet your needs.

- **New Client Follow-up** - Prior to start-up, we ask why the Company was selected, and the City's initial thoughts on our service offerings.
- **Cityion Assessment** - Approximately two months after we commence service, we assess your satisfaction with the Cityion to identify areas where we can better serve you.
- **Real-Time Survey** - Our online client feedback tool allows you to rate your experience with Allied Universal 24//7/365. The Real-Time Survey can be accessed via email campaigns, Allied Universal email signature lines and our AUS App.

III - 24/7 Service Assurance Center

The third program that serves as part of our customer feedback process is AlliedBarton's Service Assurance Center.

Allied Universal is truly at your service around the clock. While the Portland branch office will serve as the City's main point of contact, the Company's 24/7/365 Service Assurance Center is always available to assist with after hours and emergency needs.

Calls from branch offices are forwarded, as standard procedure, to the Service Assurance Center at the close of each business day until the start of business the following day. During that time, the Service Assurance Center can dispatch calls and messages immediately to the appropriate manager using a confidential list of numbers for home phones, pagers and cell phones.

vi. Your ability to handle record-keeping functions required by this contract – including log sheets, daily activity reports, special event reports, and incident reports.

Accurate incident reporting and recordkeeping is essential, especially in emergency cases that might involve police investigations or insurance companies, based on the specific incident. A regular review of reports from the City can also possibly identify security trends that may indicate a need for adjustments to your program. Our security professionals are trained in report writing and recordkeeping, to ensure accurate, detailed and clear information is available when needed.

Each security professional will provide a report for any circumstances that require explanation, such as assistance of emergency units or notification of civil authority. Such incidents also include accidents, personal injuries and criminal activity. The Company maintains a file of incident reports on-site along with a summary report, if necessary.

vii. Describe your employee performance incentive structure, including promotional opportunities.

The elements of performance incentive structures are complex and interwoven, and include adequate wages and benefits, proper hiring, competent supervision, comprehensive training, employee recognition and incentives, opportunities for advancement and on-going performance evaluations.

Allied Universal is proud to have among the lowest turnover rates in the security services industry.

Many of the Company's performance incentive efforts are best illustrated through our incentive and recognition programs.

| Incentives and Recognition | |
|---|---|
|  | Security Professional of the Month, Quarter and Year Awards Recognize and reward security professionals for exceptional, outstanding and heroic performances of duty. |
|  | President Leadership Award Recognition of site supervisors for their contributions in leadership, communication, management and team development skills. |
|  | Account Manager of the Year & Support Person of the Year Winners receive a cash award. |
|  | On the Spot Awards Recognizes employees for actions that go above and beyond our already high standards of quality. |
|  | Length of Service/Tenure Awards Recognizes and rewards employees for period of continuous, loyal service at their 1, 3, 5, 10, 15, 20 and 25 year anniversaries. |
|  | Quality Enhancement Ideas (QEIs) Employees can fill out a QEI form when they have an idea to improve a process. If the idea is implemented successfully, a cash award is available. |
|  | Partners in Employment (PIE) Security Professional Referral Program incentivizes security professionals to recommend phenomenal candidates to join their ranks. Security professionals can receive a bonus of \$1000, \$1500 or \$2000 for qualified referrals. |
|  | Partners in Growth Referral bonus program. |
|  | Personal and Professional Development A myriad of development resources including online courses, reading lists, a library of resources at branch/corporate training offices, and coaching from supervisors. |

Additionally, each of our management systems and solutions has elements designed to positively impact retention.

- Our screening process tests for an applicant's predisposition to remain with an employer.
- Our 30-day New Hire Survey checks with new hires to determine successful on boarding.
- Refresher training enhances and reinforces earlier learning.
- Our computerized scheduling system helps avoid assigning shifts that are too long and/or too close together.
- Personalized recruiting approach and profiling by position.
- Security Voice, our 24-hour security professional hotline, ensures an open line of communication and prompt attention to any security professional need or question.
- Our management teams are trained and coached on human resource tactics that further promote employee retention.
- Decentralized management allows our senior staff to be actively involved with, and easily accessible to, our security professionals.

The Company also provides many higher education opportunities, described previously in response to **Section F, Training and Supervision, item iv.**

viii. Describe your employee discipline policy and procedures.

Disciplinary action will be taken when Company policies, procedures and/or work rules are violated. It is the policy of the Company to handle all Employee performance deficiencies and misconduct in a consistent, timely and equitable manner, free from emotional overtones or personality differences. Generally, this policy is to be enforced by use of progressive discipline. There are four levels of action that may be used in the progressive discipline process, as follows:

- Verbal Warning
- Written Warning
- Final Written Warning and/or Suspension
- Termination

These steps will generally be used in a progressive manner consistent with the severity of the policy violation(s) or performance problem(s), and/or considering the amount of time that has passed since any previous disciplinary action taken for related or unrelated policy violations or performance problems. However, the Company reserves the right to skip any step, in whole or in part, and move immediately to any further step, including termination, as it deems necessary. Consequently, no Employee may rely on these guidelines as "promises" or "agreements" by the Company to impose the discipline contained in the guidelines in any situation or prior to termination. Allied Universal reserves the right to terminate Employees "at will", with or without cause, at any time, for any reason.

ix. Describe other incentives do you provide to help retain skilled and professional employees and minimize employee turnover.

The elements of staffing stability are complex and interwoven, and include adequate wages and benefits, proper hiring, competent supervision, comprehensive training, employee recognition and incentives, opportunities for advancement and on-going performance evaluations. Many of our retention efforts are best illustrated through our **Incentive and Recognition** programs. Additionally, each of our management systems and solutions has elements designed to positively impact retention. **Details of these programs are provided in Question VI above.**

x. Provide your employee turnover rate over the past five years for each of the job positions listed in the Scope of Work.

The Company's security officer turnover rate Company-wide over the past five years follows.

| Year | Company-wide Turnover Rate |
|------|----------------------------|
| 2017 | 58% |
| 2016 | 51% |
| 2015 | 51% |
| 2014 | 44% |

i. Describe how client communications are handled at your company. Describe how communications will be handled between your company and the City, such as elected officials, City Commissioners and their staff, city managers, general public, etc.

Allied Universal's Account Manager will be the primary point of contact for the City. The Account Manager is authorized to commit resources to support the City program and execute all aspects of the contract. We will interact with elected officials and other City Officials under the guidelines of the City. Of course other AUS senior managers can also be brought to bear for formal meetings or hearings as well.

Communication and Collaboration

The City will experience a high level of transparency and peace of mind knowing critical operational information is readily available to both you and your security team. We utilize various digital platforms – all secure and access provided only to those the City has authorized – to view invoices, schedules, training records and the like. For example:

- **Ehub**, the Company's secure client portal, provides online access to real-time schedules, inspection reports, and payment information; and the ability to order extra coverage. In addition, Allied Universal employees can access their schedules and paychecks online via Smartphones and tablets.

Accurate Invoicing and Scheduling

- **WinTeam**, Allied Universal's integrated system for payroll, invoicing, billing and compliance ensures accuracy, time savings and value - allowing you to focus on the bigger picture. This system also integrates scheduling and allows managers to access and revise the online database in real time, from any location - meeting your need for consistent security coverage.

We also recognize that there are many stakeholders, including the public, who may wish to get information about the program, or our company. Of course all communications will be cognizant of security sensitive information, and appropriate confidentiality, and information will be shared only with City approval. Furthermore, Allied Universal Account Management and Corporate Executives are available to attend community meetings, public hearings and the like, as is usual on many of our government accounts.

ii. Describe office support resources available to support this account.

Local Response | National Support

| Portland Branch Office | National Headquarters (West) |
|--|---|
| Allied Universal Security Services 9570 SW Barbur Blvd., Suite 212 Portland, OR 97219 Phone: 503.229.7108 Fax: 503.229.0134 | Allied Universal Security Services 1551 N. Tustin Avenue, Suite #650 Santa Ana, CA 92705 Phone: 866.877.1965 Fax: 714.619.9701 |

Local Response in Portland

The Portland branch office will be the home of the support team behind the employees and managers providing the City's security. **This office employs 800 Security Professionals and 40 management staff** including trainers, recruiters, billing specialists, operations managers and others. Support staff and management will have specific knowledge of your security program and market, and will oversee strategy, hiring, training, scheduling, supervision and administration. Branch office managers, recruiters, trainers and support staff also assist with:

- Promptly filling extra coverage requests
- Coordinating and activating emergency response plans
- Ordering, fitting and distributing uniforms
- Quality assurance including off-hour inspections
- Onboarding new employees



- Training and human resource inquiries

National Support

The Company's corporate management team is made up of industry executives who understand your business needs and have in place the programs and training to ensure clients receive best-in-class services, the **National Support** of our **Local Response**. Centralized functions are housed at our dual headquarters in Santa Ana, CA, and Conshohocken, PA, a suburb of Philadelphia.

- | | |
|--------------------------------|--------------------------------|
| • Accounting Shared Services | • Purchasing |
| • Finance and Accounting | • Talent Acquisition Team |
| • Human Capital Management | • Training |
| • IT | • Marketing and Sales Services |
| • Legal Affairs and Compliance | • Project Management |
| • Project Management | |

iii. Describe communication equipment (radios, pagers, telephones, guard tour system, etc.) that would support this account. Is adequate equipment available to deploy with every team? Responses should coincide with the information provided in Attachment 5, Statement of Existing Equipment.

See Attachment provided

iv. Describe any experience working with the Portland Police Bureau and other public safety agencies.

While AUS does not have any accounts that entail regular interaction with the Portland Police Bureau, our Security Professionals and Management staff often interact with the Police during the course of our contract duties on behalf of clients. We have extensive experience working in partnership with law enforcement agencies on similar contracts

I. Local Corporate Office Support and Resources

Proposer should demonstrate they have the support required to meet the requirements of the resulting contract:

- List similar projects performed within the last five (5) years, which best characterize capabilities, work quality, and cost control.
- Identify those similar projects with other government agencies.

AUS fully understands the complexity of maintaining compliance with rules and regulations while providing the required security services and the need for qualified officers. Allied Universal Government Services provides security services to **275** Federal, state and municipal clients across **500** individual sites nationwide, including single contracts covering up to **200** facilities. While each client contract is unique in scope and size, typical facilities the Company secures include:

- City Hall, County Courthouse Complex, State Capitol Complexes and Federal Facilities
- City and County Health facilities & Hospitals
- Juvenile Assessment Centers
- City/County Water and Utilities
- Parking Facilities
- Data Centers
- City/County/Federal Child Care Centers
- Motor Vehicle and other Licensing Facilities
- Social Security and Human Services Centers



The following table lists various municipal, county, state and Federal clients, the HPW of services provided, and when services began.

| | HOURS PER WEEK | CLIENT SINCE |
|------------------------------|----------------|--------------|
| MUNICIPAL CLIENTS | | |
| City of New York, NY | 38,000 | 2006 |
| City of Dallas, TX | 2800 | 2015 |
| City of Las Vegas, NV | 600 | 2000 |
| City of San Antonio, TX | 4500 | 2005 |
| City of Miami Beach | 1100 | 2015 |
| City of Denver Water | 1000 | 2016 |
| City of Arvada, CO | 800 | 2016 |
| COUNTY-WIDE CLIENTS | | |
| County of Broward, FL | 5,000 | 2010 |
| County of Miami Dade, FL | 10,000 | 2009 |
| County of San Bernardino, CA | 6,000 | 2008 |
| County of San Diego, CA | 4,200 | 2008 |
| County of Los Angeles, CA | 36,000 | 2015 |
| County of San Mateo, CA | 2,500 | 2010 |
| County of Ventura, CA | 3,000 | 2015 |
| Ada County, ID | 1,500 | 2011 |
| Clark County, NV | 1,500 | 2009 |
| Hennepin County, MN | 2,500 | 2014 |
| County of Allegheny, PA | 2,400 | 2012 |
| Adams County, CO | 700 | 2009 |
| STATE CLIENTS | | |
| State of Pennsylvania | 1000 | 2008 |
| State of New Jersey | 16,000 | 2008 |
| State of Nevada | 3000 | 2010 |
| State of Florida | 4000 | 2009 |

| | HOURS PER WEEK | CLIENT SINCE |
|---|------------------|--------------|
| State of Arizona | \$1.5M per annum | 2018 |
| State of Ohio | 2252 | 2016 |
| State of Illinois | | 2017 |
| FEDERAL CLIENTS | | |
| US Dept. of Homeland Security/FPS (WV/VA Panhandle) | 5576 | 2013 |
| US Dept. of Homeland Security/FPS (Tennessee) | 5480 | 2012 |

- **Detail the resources Proposer has available to perform the work for the duration of the contract and to respond to the needs of the City as they arise or change.**

Allied Universal has the human and capital resources in its Portland branch office to successfully perform the services the City is seeking through its RFP, and to be flexible to the needs of the City as they arise or change. **AUS deploys more than 800 security professionals from the Portland branch office, supported by a management and administrative staff of 40.** This support staff includes Human Resource Professionals, Operations Managers, Recruiters, Trainers, Billing Specialists, who ensure Security Professionals are trained, equipped and scheduled for the account.

Furthermore, Allied Universal has the financial resources to support the program. AUS generated \$5.3 billion in revenue for the year ended December 31, 2017, the most recent year available. At December 31, 2017, Allied Universal had \$180.4 million available for borrowing under its revolving credit loan. The Company's total liquidity at December 31, 2017 was \$284.9 million, which included its access to additional tranches of delayed draw term debt up to \$100.0 million and unrestricted operating cash of \$4.5 million. The Company's debt instruments mature in July 2022 and July 2023.

Why does this matter? Ask the hundreds of clients we were able to support in 2018 at the height of record breaking hurricanes in Texas, Florida and the US Virgin Islands and wildfires in California. We deployed more than 1,000 Security Professionals from across the nation to support our clients, and relieve our employees who were affected by these tragic disasters.


- **Describe internal procedures and/or policies associated or related to work quality and cost control.**

All security programs, whether they've been in place for 10 months or 10 years, are regularly monitored and reviewed. Allied Universal wants to ensure every security program exceeds client expectations. Our desire to identify opportunities for improvement and share best practices helps us keep our programs fresh and our service offerings geared to our clients' specific needs.


Performance Measurements

The ultimate goal of our contract can be interpreted in only one way: Building great value for the City by providing superior customer service to the employees and people who visit the City's facilities. The Company uses multiple channels to measure performance results. The backbone of our Quality Assurance program is measuring Key Performance Indicators to measure success that will be developed in partnership with the City.

Allied Universal's Quality Assurance Program




Allied Universal Voice
We measure your experience as a client from day one to help us deliver consistently excellent service.




Quality Assurance Tools

- ✓ Account Audits
- ✓ Account Standards
- ✓ Performance Evaluations
- ✓ Management Inspections
- ✓ On-Site Focus Groups




Contract Compliance
Our operations staff work together with our Legal Services Group to provide effective contract review, administration and compliance to ensure we meet our contract obligations to the complete satisfaction of our clients.



Measuring Results
We regularly review and measure our performance. Some of our measurements and evaluations include:

- Weekly service hours – OT, bill OT, bill hours
- Employee retention & tenure
- Recognition & rewards
- Training
- Incidents
- Performance evaluations
- Trends
- Customer satisfaction survey results
- Best practices
- Goals and improvement processes



Quality Business Reviews
Regularly scheduled assessments designed to: 1) review accomplishments, 2) create benchmarking for future reviews, and 3) establish measurable goals.

The Allied Universal leadership team will work with the stakeholders at the City to develop a KPI program that defines what is most important to the success of the City's security program. KPIs can be divided into the following general categories: Contract Compliance, Safety, Training, Leadership, Staffing, Technology, Customer Satisfaction, Officer Quality, Operations, and Administrative. Category titles are suggestions and are adjusted to meet client expectations.

Sample KPI and Grading



Cost Savings

Definition:

Supplier actively presents solutions for reducing overall costs through process reviews, consolidations and manpower effectiveness. Supplier should actively pursue and communicate opportunities to control costs to the customer.

Calculation:

Based on scoring scale below

Thresholds:

| | |
|--|---|
| Acceptable | Unacceptable |
| 1 or more cost savings initiatives Presented or Implemented | No cost savings initiatives Presented or Implemented |
| Full Points | 0 Points |

After KPI development, scoring is equated to the importance of the various categories and the results of each measured category are used to create the Quality Business Reviews (QBR's) that are presented to the City on a regular basis by local Portland management.

| BEST TEAM (30%) | OBJECTIVES | MEASURES | TARGET | VALUE | ACTUAL | Q1 | Q2 | YTD Q3 | Q4 | RESPONSIBILITY |
|--------------------------|--------------------------------|---|--------|-------|--------|----|----|-----------|----|----------------|
| | STAFFING | The number of open posts caused by tardiness or absenteeism, or assignment of an untrained officer to that post | | 5 | | | | | | |
| | TENURE | Distribution of employees per tenure measure, up to 6 months, over 6 months, over 1 year, etc. | | 5 | | | | | | |
| | TRAINING | Number of training hours per facility for Orientation, On-the-Job Training, Supervisory, Refresher and Special Training | | 10 | | | | | | |
| | TURNOVER | Percentage of retained employees per facility and level | | 10 | | | | | | |
| BEST PARTNER (30%) | OBJECTIVES | MEASURES | TARGET | VALUE | ACTUAL | Q1 | Q2 | YTD Q3 | Q4 | RESPONSIBILITY |
| | CUSTOMER SATISFACTION | Surveys of our client contacts serve as an accountability tool | | 10 | | | | | | |
| | EMERGENCY RESPONSE | Response times, appropriate escalation to management, proper emergency procedures used | | 10 | | | | | | |
| | INCIDENT TRENDING/ TRACKING | Report timeliness and quality (neatness, writing skills, incident management) | | 5 | | | | | | |
| BEST INVESTMENT (35%) | OBJECTIVES | MEASURES | TARGET | VALUE | ACTUAL | Q1 | Q2 | YTD Q3 | Q4 | RESPONSIBILITY |
| | BUDGET | Cost effectiveness vs. budget allowance | | 10 | | | | | | |
| | COST SAVINGS | Number and significance of cost savings recommended by AlliedBarton | | 10 | | | | | | |
| | BEST PRACTICES | The frequency of AlliedBarton leveraging internal and external best practices across the portfolio | | 10 | | | | | | |
| BEST CITIZEN (5%) | OBJECTIVES | MEASURES | TARGET | VALUE | ACTUAL | Q1 | Q2 | YTD Q3 | Q4 | RESPONSIBILITY |
| | COMMUNITY | Affiliation/Involvement in local industry-based organizations | | 5 | | | | | | |

C = Complete, I = Incomplete, DC = Didn't Complete, CE = On Expect, NP = No Points, NS = Not Started, ND = No Data, E = Exceeds, CA = Cancelled

Contract Compliance

Allied Universal has a documented compliance program and utilizes numerous technologies to assist the local leadership team manage each program's compliance program.

The Allied Universal formal compliance program provides a check and balance process on our service deliverable. Just a few of the audits and assessments included:

- Security Professional Licensing/Registration
- Training – Security Professionals
- Training – HR/Branch Management
- Reporting (arrest, weapon discharge, change of address)
- Local Inspections/Audits
- Review of Regulations
- Agency Licensing
- New Hire Notifications
- Termination Notifications
- Written Information Security Program (WISP) Annual Checklist
- Review of Corporate Policies
- Potential Risk Areas

The AlliedUniversal Branch Compliance Program brings several compliance items under one umbrella



- Identify management and their role in meeting performance requirements, and organizational capabilities to manage resources and employees.

The management is provided in the Key personnel section.

6g. References

Reference 1

| | |
|--|---|
| a) Legal Business Name | CenterCal Properties – 956 HPW |
| b) Business address | 7455 SW Bridgeport Road, Tigard, OR 97224 |
| c) Type of business client (i.e. government, private, etc.) | Private |
| d) First and Last Name of the individual to be contacted to provide a reference | Chad Hastings |
| e) Current (verified) phone number(s) of the individual to be contacted to provide a reference | (503) 968-8940 |
| f) Service dates provided by Proposer | Date of service: 09/15/2015 |
| g) Type of security services provided: <ul style="list-style-type: none"> • Building • Armed/Unarmed • Stationed/Roving Patrol • Events/Riot/Crowd Control • Other (describe) | Retail, Unarmed, Roving, Crowd and Access Control |

Reference 2

| | |
|---|--|
| h) Legal Business Name | FedEx Ground- 808 HPW |
| i) Business address | 2460 NW Sundial Rd, Troutdale, OR 97060 |
| j) Type of business client (i.e. government, private, etc.) | Private |
| k) First and Last Name of the individual to be contacted to provide a reference | Chuck Ehrismann |
| l) Current (verified) phone number(s) of the individual to be contacted to provide a reference | (503) 341-7783 |
| m) Service dates provided by Proposer | Date of service: 08/03/2016 |
| n) Type of security services provided: <ul style="list-style-type: none"> • Building • Armed/Unarmed • Stationed/Roving Patrol • Events/Riot/Crowd Control • Other (describe) | Distribution Center, Unarmed, Stationed, Inspection and Access Control |

Reference 3

| | |
|---|--|
| o) Legal Business Name | Daimler Corporation- 1656 HPW |
| p) Business address | 4435 N Channel Ave, Portland, OR 97217 |
| q) Type of business client (i.e. government, private, etc.) | Private |
| r) First and Last Name of the individual to be contacted to provide a reference | James Horsley |
| s) Current (verified) phone number(s) of the individual to be contacted to provide a reference | (503) 268-8028 |
| t) Service dates provided by Proposer | Date of service: 11/1/2018 |
| u) Type of security services provided: <ul style="list-style-type: none"> • Building • Armed/Unarmed • Stationed/Roving Patrol • Events/Riot/Crowd Control • Other (describe) | Building, Unarmed, Stationed, Access and Crowd Control |

Reference 4

| | |
|--|---|
| v) Legal Business Name | Oregon Health and Science University – 508 HPW |
| w) Business address | 3181 SW Sam Jackson Park Rd, Portland, OR 97239 |
| x) Type of business client (i.e. government, private, etc.) | Hospital |
| y) First and Last Name of the individual to be contacted to provide a reference | Lieutenant Maury Mudrick |

| | |
|--|---|
| z) Current (verified) phone number(s) of the individual to be contacted to provide a reference | (503) 867-4158 |
| aa) Service dates provided by Proposer | Date of service: 06/01/2017 |
| bb) Type of security services provided: <ul style="list-style-type: none"> • Building • Armed/Unarmed • Stationed/Roving Patrol • Events/Riot/Crowd Control • Other (describe) | Hospital, Armed and Unarmed, Stationed and Roving, Crowd and Access Control |

Reference 5

| | |
|--|---|
| cc) Legal Business Name | Columbia Memorial Hospital- 168 HPW |
| dd) Business address | 2111 Exchange St, Astoria, OR 97103 |
| ee) Type of business client (i.e. government, private, etc.) | Hospital |
| ff) First and Last Name of the individual to be contacted to provide a reference | Paula Larson |
| gg) Current (verified) phone number(s) of the individual to be contacted to provide a reference | D: (503) 680-8442 |
| hh) Service dates provided by Proposer | Date of service: 08/03/2018 |
| ii) Type of security services provided: <ul style="list-style-type: none"> • Building • Armed/Unarmed • Stationed/Roving Patrol • Events/Riot/Crowd Control • Other (describe) | Building, Armed and Unarmed, Station and Roving, Crowd and Access Control |

Reference 6

| | |
|--|---|
| jj) Legal Business Name | ATI |
| kk) Business address | 1600 NE Old Salem Road NE Albany, OR 97321 |
| ll) Type of business client (i.e. government, private, etc.) | Specialty Alloys & Components |
| mm) First and Last Name of the individual to be contacted to provide a reference | Adam Fast, Safety and Security Supervisor |
| nn) Current (verified) phone number(s) of the individual to be contacted to provide a reference | T: 541-926-4211 x6089 C: 541-971-7057 |
| oo) Service dates provided by Proposer | |
| pp) Type of security services provided: <ul style="list-style-type: none"> • Building • Armed/Unarmed • Stationed/Roving Patrol • Events/Riot/Crowd Control • Other (describe) | Millersburg Operations/Albany Operations 34 th Avenue |

Addenda